

TO: Council for the Corporation of the Township of Machar  
FROM: Treasurer  
SUBJECT: Asset Management Progress Report 2026  
DATE: Jun 22, 2026

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RECOMMENDATION: THAT Council receive the Asset Management Progress Report 2026, dated Jun 22, 2026, for information.

**BACKGROUND:**

*Asset Management Planning for Municipal Infrastructure*, O. Reg. 588/17 sets out the asset management planning activities Ontario municipalities are required to carry out, beginning with a Strategic Asset Management Policy in 2019. By Jul 1, 2025, municipalities were required to have adopted an Asset Management Plan including core and non-core assets. The Township of Machar Council adopted an Addendum to their 2017 Asset Management Plan on Jun 23, 2025 to meet these requirements. The Regulation states:

“9. (1) Every municipal council shall conduct an annual review of its asset management progress on or before July 1 in each year, starting the year after the municipality’s asset management plan is completed under section 6 [the July 1, 2025 requirement].

(2) The annual review must address,

- (a) the municipality’s progress in implementing its asset management plan;
- (b) any factors impeding the municipality’s ability to implement its asset management plan; and
- (c) a strategy to address the factors described in clause (b).”

This Report is intended to fulfill the above requirements. It will be used as an opportunity to review progress to date, as well as a starting point for future plan development.

**ANALYSIS:**




**Implementation Progress**




The Council-adopted 2025 Addendum to the Asset Management Plan contained data current to 2024 and used 2024 dollars. Historically, not all data required by O. Reg. 588/17 had been tracked, leading to data gaps, as well as the use of estimates for some figures. Efforts are continually being made to fill in gaps as more data is gathered and tracked and processes evolve to suit the Township’s unique needs. A few practical examples of these improvements include:

- Merging capital asset data into one system to allow for ease of comparison and tracking
- Tracking the price of culvert (<3m) replacements
- Formally tracking regular maintenance activities for asset management

While progress has been slow due to a number of factors discussed below, staff are working to continually improve processes so that they support asset management. We are working towards an overall mindset shift so that asset management is considered in decision-making at both the staff and Council levels. With continual efforts to improve data accuracy and increase internal asset management knowledge, we are optimistic that by the time our Asset Management Plan update is due in 2030 we will have the information and knowledge to create a more cohesive plan that is integrated within our processes and other plans and strategies.

Taking a look at the proposed and completed projects for 2025, we can see tangible evidence of progress within our asset management plan:

	<b>Proposed Projects</b>	<b>Completed?</b>	<b>Final Cost</b>	<b>Outcomes</b>
<b>Roads</b> 	Municipal Rd N Double Surface Treatment	✗	N/A	<ul style="list-style-type: none"> <li>• Carried over to 2026 due to high costs and delays faced by MRN culvert replacement</li> </ul>
	Ottawa Ave Double Surface Treatment	✗	N/A	<ul style="list-style-type: none"> <li>• Carried over to 2026 due to high costs and delays faced by MRN culvert replacement</li> </ul>
	Regravelling Riding Ranch Rd (approx. 7km)	✓	\$83,000	<ul style="list-style-type: none"> <li>• Improved road condition and maintains structural integrity of the road</li> </ul>
	Regravelling King Lake Rd (approx. 2.5km)	✓	\$47,600	<ul style="list-style-type: none"> <li>• Improved road condition and maintains structural integrity of the road</li> </ul>
<b>Bridges &amp; Culverts</b> 	Municipal Rd N Large Culvert Replacement	✓	\$727,000 *pending final invoicing	<ul style="list-style-type: none"> <li>• Culvert replacement has greatly improved safety and reliability of the asset</li> <li>• Although exact numbers are unknown at this time, replacement of this culvert has improved the Township's overall average Bridge Condition Index rating</li> </ul>
<b>Vehicles</b> 	Freightliner Plow Truck Replacement	✓	\$377,500	<ul style="list-style-type: none"> <li>• Improved Levels of Service (LOS) by improving vehicle reliability</li> <li>• Aims to reduce maintenance costs experienced by old plow truck</li> </ul>

<b>Machinery &amp; Equipment</b> 	Office Computer Upgrade	✓	\$12,800	<ul style="list-style-type: none"> <li>Improved LOS of reliability by replacing computer hardware to keep pace with technological advancements</li> </ul>
	Garage Generator Replacement	✗	N/A	<ul style="list-style-type: none"> <li>Replacement in AMP is based on expected useful life determined by Township auditors; actual condition of asset does not necessitate replacement at this time</li> </ul>
<b>Land Improvements</b> 	Narrows Retaining Wall Installation & Park Upgrades	 <i>In Progress</i>	\$391,000 <i>*projected</i>	<ul style="list-style-type: none"> <li>Improved LOS of reliability through erosion control measures to maintain Park integrity, upgraded Park amenities</li> </ul>

It is worth noting that the installation of two new monitoring wells at the Landfill was completed in 2025. This project had not been scheduled within the AMP; however, they have improved the reliability of water monitoring. These activities are crucial for minimizing risk of environmental and health impacts. Costs for this project totaled approximately \$12,400.

Overall, approximately \$1,511,800 of the \$1,638,900 listed above was spent on capital projects outlined in the AMP in 2025. From the remaining \$127,100, \$95,300 is expected to be paid in 2026 for final tasks related to the Municipal Rd N Culvert and Narrows Retaining Wall and Park upgrades; and \$31,800 was spent in 2023/2024 for the Retaining Wall project. The 2025 Addendum to the AMP suggests spending \$1,431,470 (p. A-35) annually on capital projects in order to replace assets as their expected useful life expires. For a number of reasons, replacing assets at the end of their expected useful life is not feasible (i.e. cannot be financially supported in the range of our current budgets; also, many assets can be extended beyond their useful lives with appropriate maintenance and repairs). The ability to spend the larger amount of \$1,511,800 in 2025 was greatly due to grant funding received through NOHFC for the Narrows Park and NORDS Funding for the Municipal Rd N culvert.

Other activities which support the implementation of the Plan include staff training. During 2025, the Treasurer took part in a number of training sessions to further her knowledge on the topic and apply it to the Township’s needs. A few examples of training participated in include:

- Financing Strategy for Proposed Levels of Service Workshop
- Proposed Levels of Service and Performance Webinar
- Facility Condition Data Webinar

Efforts to continually learn and refine processes will continue to be a priority when it comes to asset management.

## **Implementation Challenges & Strategies**

There are many factors impeding the implementation of the Township's AMP. There are aspects of the challenges that are unique to the Township of Machar, but many of these challenges are also faced by other small and rural municipalities.

Although the Township of Machar is a small municipality, a high workload exists for employees in all departments. This has created difficulties for staff in dedicating adequate time towards asset management planning. Asset management activities tend to occur sporadically rather than on a consistent basis due to time constraints. In addition, due to the small nature of the municipality, staff must have a wide breadth of knowledge in their respective departments and often beyond. It is difficult for staff to gain a large depth of knowledge in topics such as asset management when they are not able to dedicate large amounts of time to the subject. This undoubtedly inhibits progress when it comes to asset management.

Lack of current or fulsome data has also created challenges for asset management implementation. It is always the aim of staff to provide the entire picture to Council for their decision-making activities. However, because some data is only at the early stages of tracking, some is outdated, and some is estimated, it is difficult to rely heavily on the AMP for certain information and to integrate it into daily operations. Some examples of this include the Facility Review completed in 2014 or the last official Road Needs Study from 2013. While this information provides valuable information in some aspects, it cannot be used in many instances because the data is outdated. Limited financial resources make it difficult to hire consultants regularly to update these condition assessments.

With these challenges, it has pushed staff to make various modifications to normal processes and create alternative strategies to allow for improved asset management processes. Asset management responsibilities have been added to the workload of the Assistant Road Superintendent (ARS) so that both the ARS and Treasurer work closely together on all asset management activities. This has opened up the opportunity for an increase in overall time dedicated to asset management, as well as greater contribution of expertise in areas such as roads and machinery and equipment. Greater dialogue and ideas are possible with the increased collaboration. With the contributions of the ARS, tracking of various maintenance activities will be increased, providing valuable data over time.

Another strategy which has been taken to help with the challenges outlined is an increased effort searching for additional grant and funding opportunities. Since funding constraints limit a number of asset management activities, alternative sources of funding would be a great help in updating various documents and completing asset upgrades. The Treasurer has started a bi-weekly process of reviewing new grant opportunities, ensuring to explore as many avenues as possible.

One additional strategy that has been proposed to increase tracking and accuracy of data is the separation of operating and capital budgets. Currently, the operating and capital portions of the budget are presented together, creating some challenges when attempting to calculate operating and capital expenses for specific time periods. While this project has not been completed, the Treasurer and Clerk Administrator have begun preliminary discussions around the project as a strategy to improve tracking of operating and capital expenditures. This project is anticipated to be carried out in the future after careful planning.

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Jadah Wierenga, Treasurer