

**ASSET MANAGEMENT PLAN**  
**for the**  
**Corporation of the Township of James**

Prepared by: The Elk Lake Community Forest  
**UPDATED January, 2026 by Township Staff**



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## **1. Preamble**

An asset management plan is a strategic document that states how a group of assets is to be managed over a period of time. The plan describes the Characteristics and condition of infrastructure assets, the levels of service expected from them, planned actions to ensure the assets are providing the expected level of service, and financing strategies to implement the planned actions.

An Integrated Asset Management Plan is similar however the integration refers to infrastructure that shares a common location within the utility corridor (e.g. roads, gutters, streetlights)

This Asset Management Plan builds on and compliments the existing Official Plan (as originally prepared and submitted to the Municipality May, 1983 and subsequently amended). It is also consistent with the Township's Asset Management Guidelines and Tangible Capital Asset Policy, as included in Appendix i.

The Asset Management Plan outlined in this report represents a forecast of the Municipality's infrastructure-related activities under a series of assumptions that are documented within the plan. The asset management plan does not represent a formal, multi-year budget for infrastructure acquisition and maintenance activities but rather a long-term strategy intended to guide future decisions of the Municipality and its elected officials and staff, recognizing that the approval of operating and capital budgets is undertaken as part of the Municipality's overall annual budgeting process.

## **2. Executive Summary**

This Asset Management Plan builds on and compliments the existing Official Plan (as originally prepared and submitted to the Municipality May, 1983 and subsequently amended). It is also consistent with the Township's Asset Management Guidelines and Tangible Capital Asset Policy as included in Appendix i.

The Inventory of Tangible Assets identifies a broad range of assets with a total value of approximately \$6.3 million. This Asset Management Plan focuses on two key, high value assets, namely the Water Treatment Plant and Pine Street. Together these two assets comprise over 2/3 of the value of the Tangible Assets. The balance of the assets will continue to be maintained and/or replaced as needed.

The water treatment plan is owned and operated by the Township with support provided by the Ontario Clean Water Agency. (OCWA)

Pine Street is the only paved road in the municipality, and in addition to its use by residents, provides direct access to the Elk Lake Planing Mill (major sawmill owned by Interfor) for most of the inbound raw material and all of the outbound products.

The municipality has considered strategies for prolonging the lifespan of Pine Street, which experiences significant industrial use as a primary thoroughfare to the mill. The lifespan of the water treatment plan well exceeds the term of the plan, and the cost for exceeds the ability for

the municipality to fund full replacement on its own. The need for replacement and the potential for government financial assistance will be evaluated at the appropriate time in the future.

### 3. Introduction

#### Geographic and Demographic Scope

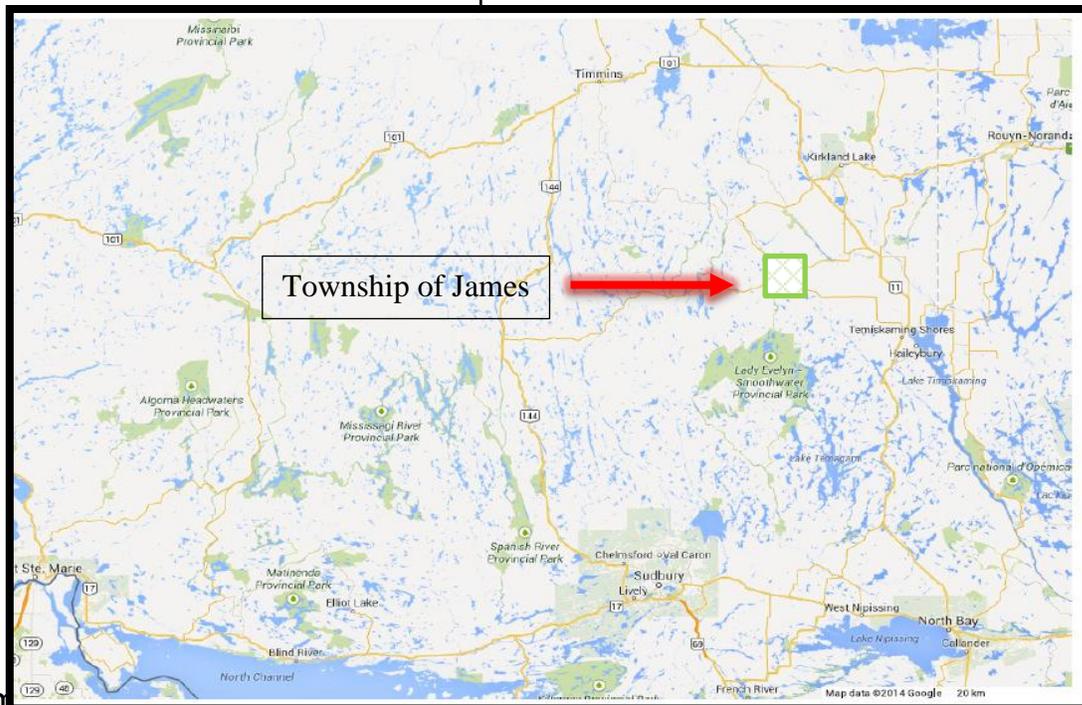
The township of James/Elk Lake is located in the Temiskaming District in Northeastern Ontario and is situated at the point where the Bear Creek (Makobe River) flows into the Montreal River. In the 2021 Census, Statistics Canada reported that the population of the Township was 348 people living in 224 dwellings. In addition, the community is home to a small number of seasonal residents.

The community is referred to as both “The Corporation of the Township of James” (the legal entity) and more commonly as “Elk Lake” (the developed portion of the township).

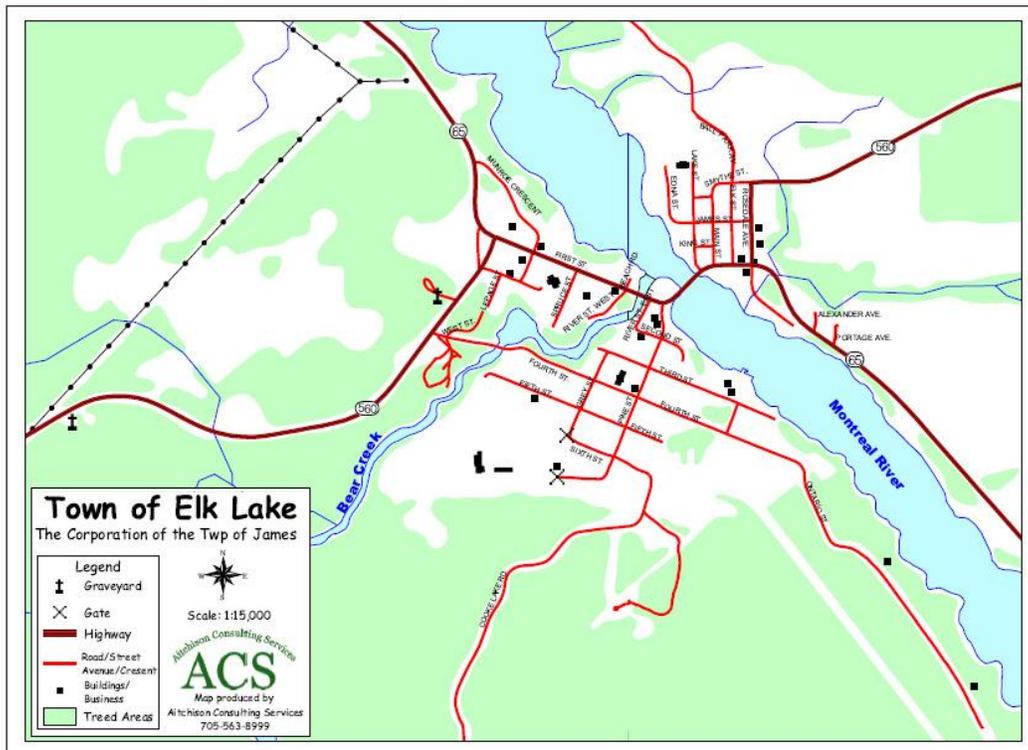
The Township (as much of the Temiskaming District) was organized and incorporated in the early 1900s (1909) following the discovery of silver and the establishment of several mines in the area. With the emergence of the pulp and paper and softwood lumber industry in the mid and later 1900s, the forest industry plays a key role in the sustainability of the community. The Elk Lake Planing Mill (ELPM), a major sawmill is the largest single ratepayer in the community, employs approximately 150 full time people and is a major user of municipal services.

In addition to the forest industry, Elk Lake supports mining activities in Matachewan and areas west of the community and also boasts a number of tourist camps and lodges offering packages for the outdoor sports and nature enthusiast.

Location of the Township of James within Northeastern Ontario



## Developed Area of the Township of James/Elk Lake



### Data Sources

James Township's Asset Management Plan uses data from a variety of sources, including;

- Asset Inventory from Financial Records
- Staff Knowledge and expertise regarding asset condition, performance and maintenance history
- Visual inspections conducted by Public Works staff.
- Engineering reports
- Best Practices and life expectancy data from engineering literature and provincial standards

### Asset management planning defined:

Asset management planning is the process of making the best possible decisions regarding the acquisition, operating, maintaining, renewing, replacing and disposing of infrastructure assets. The objective of an asset management plan is to maximize benefits, manage risk and provide satisfactory levels of service to the public in a sustainable manner. In order to be effective, an asset management plan needs to be based on a thorough understanding of the characteristics and condition of infrastructure assets, as well as the service levels expected from them.

Recognizing that funding for infrastructure acquisition and maintenance is often limited,

a key element of an asset management plan is the setting of strategic priorities to optimize decision-making as to when and how to proceed with investments. The ultimate success or failure of an asset management plan is dependent on the associated financing strategy, which will identify and secure the funds necessary for asset management activities and allow the Municipality to move from planning to execution.

The Township of James is a relatively small community with limited financial and staff resources, with a challenging environment to pursue growth.

The Township recognizes that in order to sustain services and maintain the quality of life as desired for its residents and for the competitiveness of its businesses, it must manage the Municipality's assets cost effectively. For this reason, the Municipality is developing an asset management plan for its road network, equipment and buildings. Once the plan is developed for the various components of the infrastructure the municipality will assimilate and synthesize the information into a comprehensive plan.

The asset management plan is a comprehensive plan that inventories and assesses the infrastructure and develops a plan to best maintain the infrastructure. The plan must take into account timely maintenance and capital repairs in order to best preserve the asset, while maintaining the desired levels of service to the public. The plan takes a long view perspective on managing the asset through life cycle cost analysis in which timely maintenance and rehabilitation can save money in the long term. The plan outlines how to sustain the infrastructure and provides strategies on how to finance the operation, maintenance, renewal and expansion of the system.

The asset management plan covers a period of ten (10) years in which the plan will be updated every five (5) years. This asset management plan was developed by the Elk Lake Community Forest with assistance from Kemp, Elliot and Blair Chartered Accountants (New Liskeard).

The primary goals of the Township of James are:

To provide a safe, healthy environment for the residents, visitors and businesses in the community which complements the natural scenic and attributes and opportunities for consumptive and non-consumptive natural resource utilization.

To maintain a level of service consistent with the legal requirements, needs and expectation of the community.

To create a fiscal environment which provides a low cost/high benefit to the community thereby encouraging new individuals, families and business to the community.

To ensure that financial obligations are met in appropriate manner by the existing population (does not unduly pass financial obligations to subsequent residents)

The Asset Management Plan will provide guidance to staff and Council of the Township and will assist in the preparation of annual budgets and work plans. More importantly, the AMP identifies appropriate strategies for the management of community's assets

with life spans which may be in excess of 50 years, but with high replacement costs and variable maintenance costs.

The purpose of the asset management plan is to provide the staff and council with a strategic document that states how a group of assets is to be managed over a period of time. The plan describes the characteristics and condition of infrastructure assets, the levels of service expected from them, planned actions to ensure the assets are providing the expected level of service, and financing strategies to implement the planned actions.

This management plan includes a wide range of assets. For the purpose of the organization of this report, assets have been categorized as follows (as per the organization of the Inventory of Tangible Capital Assets included in Appendix ii)

**General Government** (less than 0.5% of asset value and includes buildings, equipment and furniture associated with municipal operations)

**Protection** (approximately 3.7% of asset value and includes trucks, equipment associated with fire department)

**Transportation** (approximately 25.1% of asset value and includes roads, culverts, bridges streetlights)

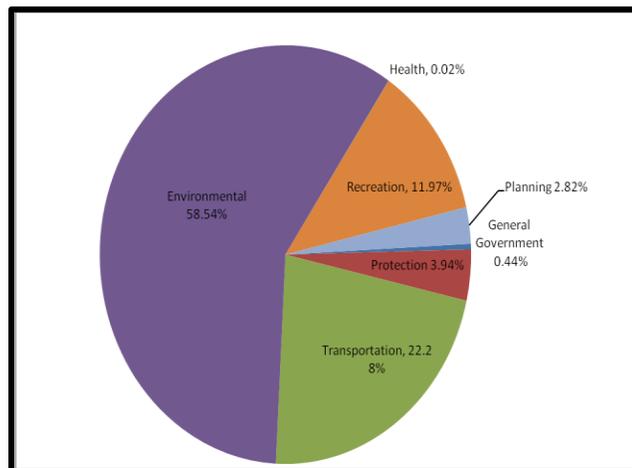
**Environmental** (approximately 57.3% of asset value and includes water treatment plant, storm sewers)

**Health** (less than 1% of asset value and includes the vault cemetery)

**Recreation** (approximately 11.5% of asset values and includes Recreation facility building and library)

**Planning** (approximately 2.8% of asset value and includes the Township Industrial Park)

Distribution of Assets



## Unique Challenges

In the document ***"BUILDING TOGETHER; Guide for Municipal Asset Management Plans"***, the Ministry of Infrastructure identified that one of the guiding principles for the development of an asset management strategy is that ***"Some communities face unique challenges that require tailored solutions."***

This is indeed the case in the instance of the Township of James. The community has a population of 470, and a single primary industry (Elk Lake Planing Mill) in which approximately 150 individuals are employed on a full time basis. Roughly 2/3 of the employees live outside of the municipality, however, the infrastructure required to support the mill (namely the construction and maintenance of an adequate route for log deliveries into the mill and product out of the mill and supply of water) puts significant pressure on the infrastructure.

The distribution of the value of municipal assets is highly concentrated in two specific assets. The value of the water treatment plant and Pine Street (the only paved road in the Municipality) are critical assets and make up approximately 65% of the total assets. Adding the additional non-paved roads results in the fact that over 80% of the municipal assets are made up of the water treatment plant and transportation assets.

Consistent with the distribution of total asset value, this Plan is heavily focussed on the two categories of assets. Within the transportation assets, the paved road is particularly addressed.

## Duration of Plan

This plan will be updated accordingly to be compliant with O. Reg. 588/17: ASSET MANAGEMENT PLANNING FOR MUNICIPAL INFRASTRUCTURE.

## **Phase in Schedule:**

July 1, 2019	Date for municipalities to have a finalized strategic asset management policy that promotes best practices and links asset management planning with budgeting, operations, maintenance and other municipal planning activities.
July 1, 2022	Date for municipalities to have an approved asset management plan for core assets (roads, bridges and culverts, water, wastewater and storm water management systems) that identifies current levels of service and the cost of maintaining those levels of service.
July 1, 2024	Date for municipalities to have an approved asset management plan for all municipal infrastructure assets that identifies current levels of service and the cost of maintaining those levels of service.
July 1, 2025	Date for municipalities to have an approved asset management plan for all municipal infrastructure assets that builds upon the requirements set out in 2024. This includes an identification of proposed levels of service, what activities will be required to meet proposed levels of service, and a strategy to fund these activities.

