

Regional Roads Network Comparison

April 17, 2019



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Purpose – To respond to Motion #136-18

July 2018

Resolved That the Council of the County of Frontenac receive the Chief Administrative Officer – Ontario Community Infrastructure Fund – Access to Funding report for information;

And Further That the Council of the County of Frontenac direct staff to fully investigate the process for accessing the Ontario Community Infrastructure Fund – Top Up (OCIF-TU) grant for core infrastructure, including consultation with legal counsel, Frontenac County Chief Administrative Officers and other municipalities;

And Further That a full report and recommendation be presented to County Council in January 2019, with a view towards a first application to the fund in August 2019.

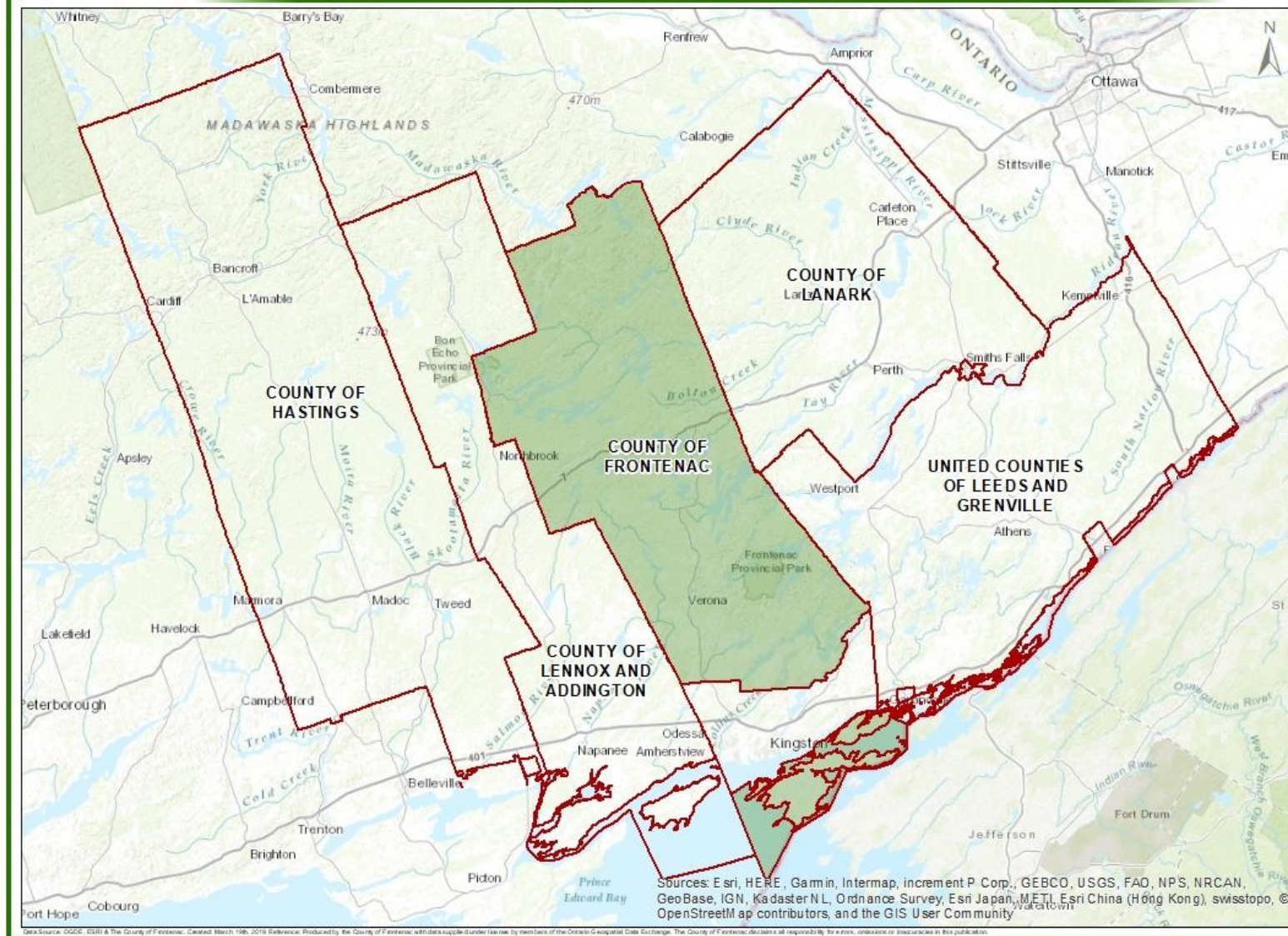
And Further That a copy of this resolution be forwarded to the County's Member Municipalities.

Background

- The City of Kingston/County of Frontenac Restructuring Order (February 1997 – Article 6.2) states that Frontenac “... ***is not deemed to be a county for road purposes and shall not own, maintain, repair or construct road***” [Link - R.O.](#)
- Builds upon two prior regional roads reports completed (C.N. Watson 2011 and D.M. Wills 2014)
- This presentation has been reviewed and endorsed by the CAO's, Public Works Managers and Treasurers

Purpose of the Presentation

- Provide context for regional roads discussions
- Compare the road infrastructure/funding for:
 1. United Counties of Leeds & Grenville (UCL&G),
 2. County of Lanark,
 3. County of Frontenac,
 4. County of Lennox & Addington (L&A)
 5. County of Hastings
 - Hastings & Frontenac do not have County Roads Network
 - The 5 Counties include a total of 45 municipalities,
 - East to west geography and weather are generally similar





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Process

Municipal Financial Information Returns for the last three years (2015-17) provided data for 13 parameters:

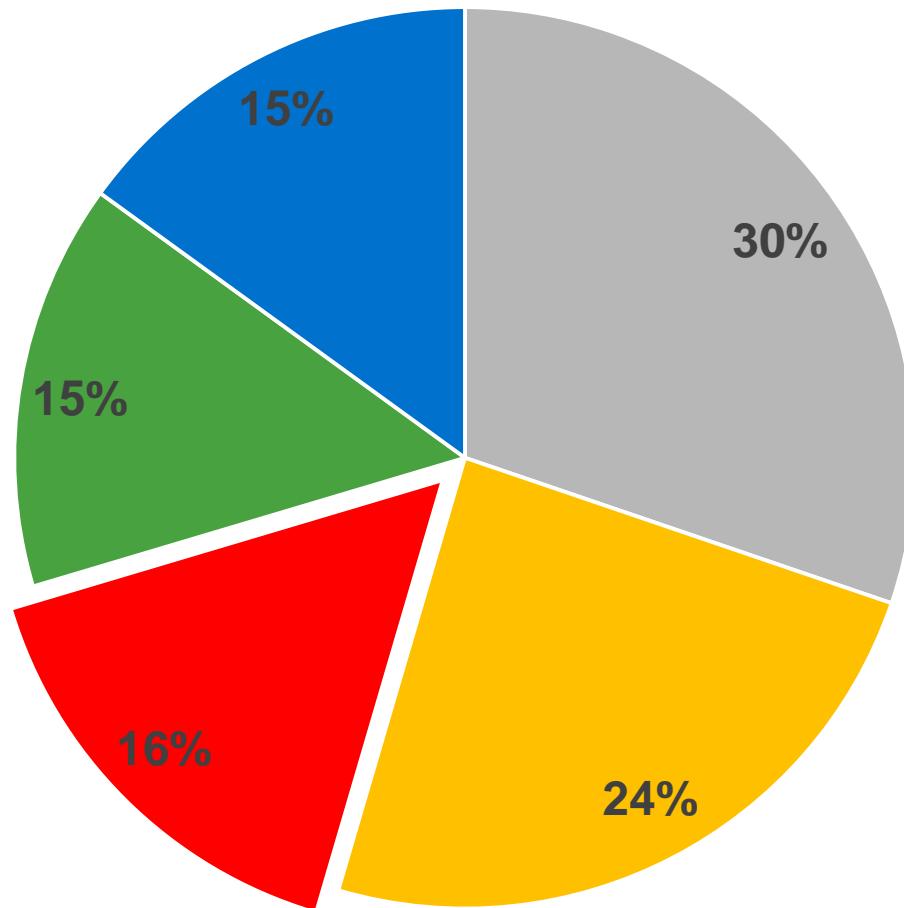
1. Number of Households
2. Population
3. Road Grants
4. Assessment
5. Tax Levy
6. Roads Expenditures
7. Total Book Value for Roads
8. Total Reserves
9. Dedicated Roads Reserves
10. Number of Public Works Employees
11. Lane km (Paved and Unpaved)
12. Total Bridges & Culverts
13. Total km of Roads Rated Good+



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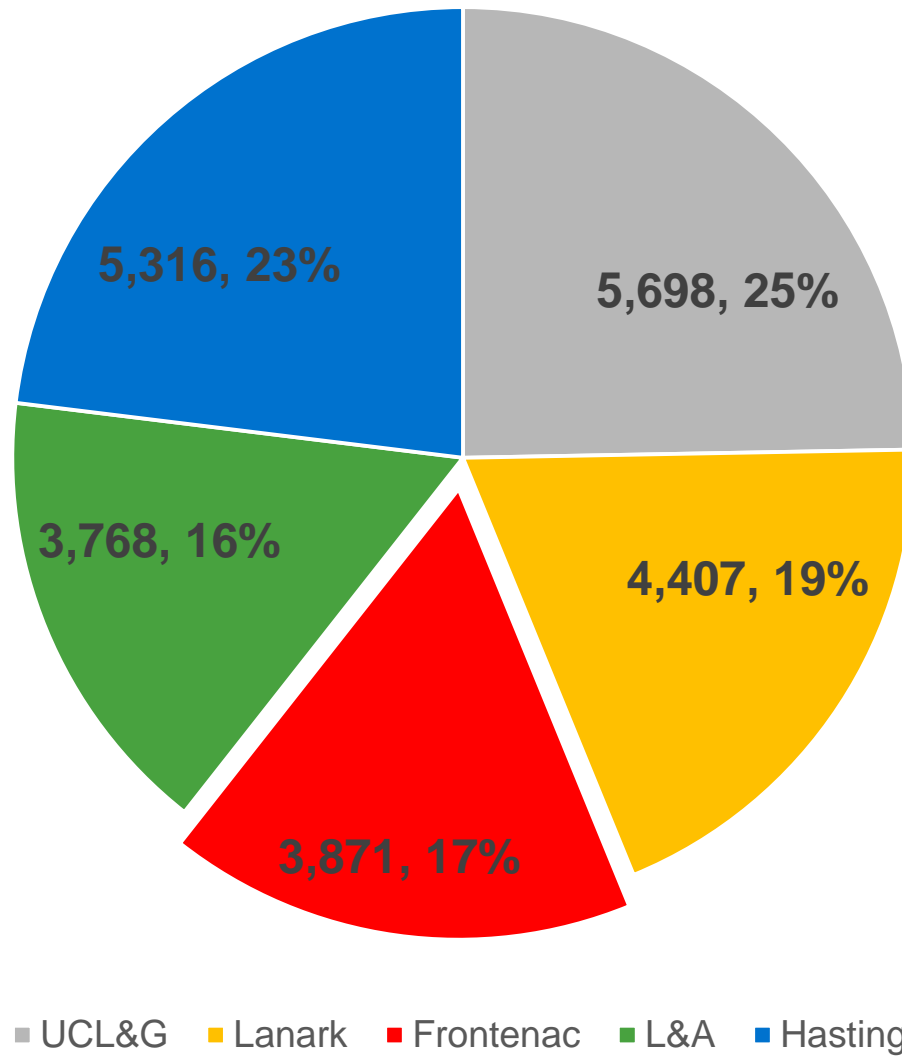
Base Data and Grants

Roads as % of Total Assessment

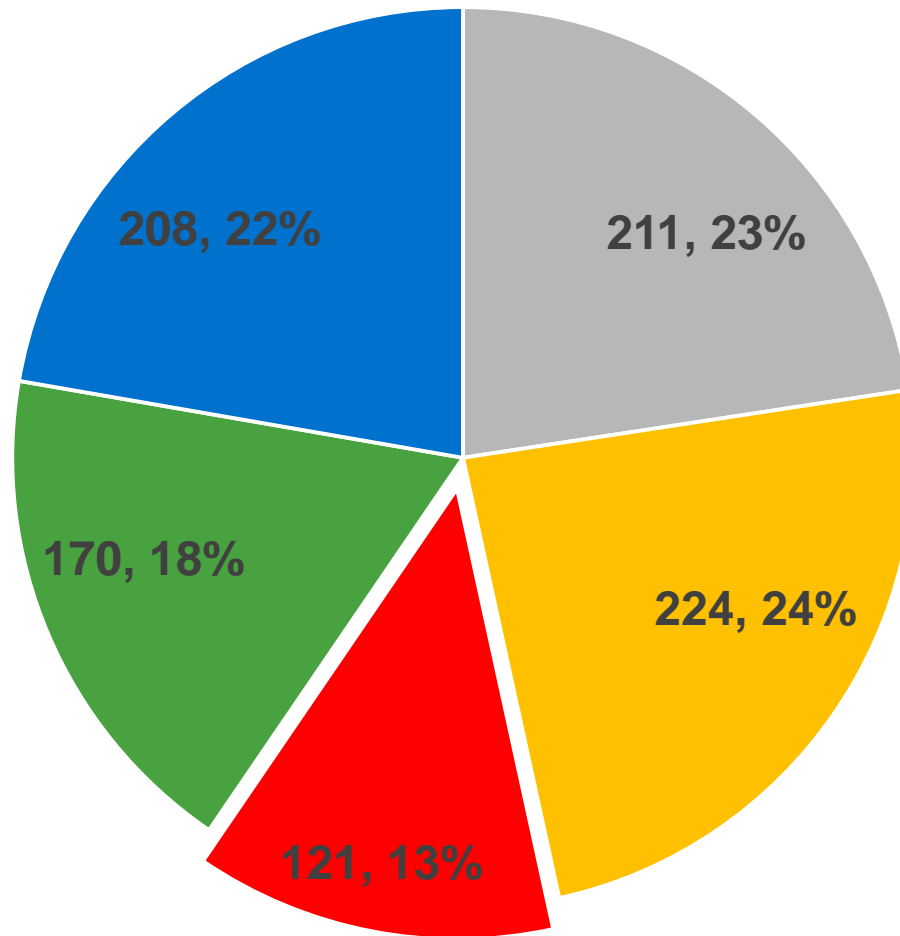


■ UCL&G ■ Lanark ■ Frontenac ■ L&A ■ Hastings

Lane km and % of Regional Lane km

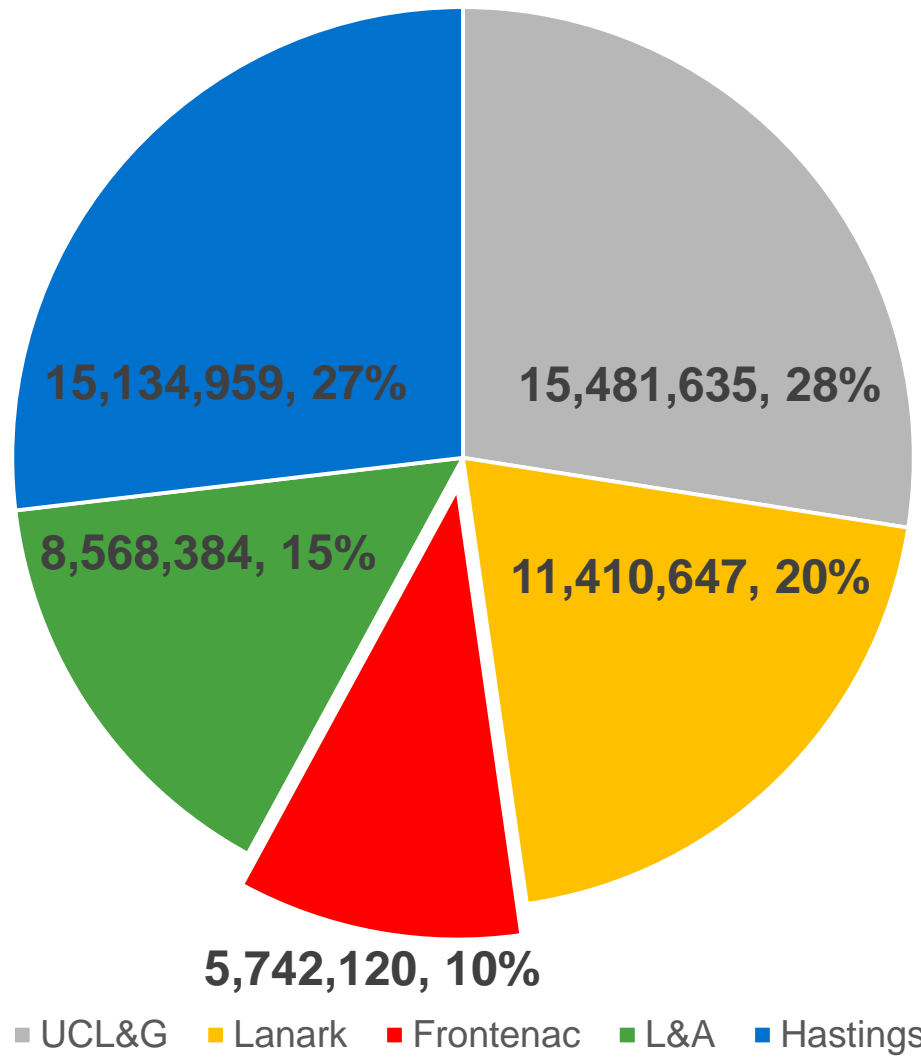


Number and % of Total Regional Bridges & Culverts

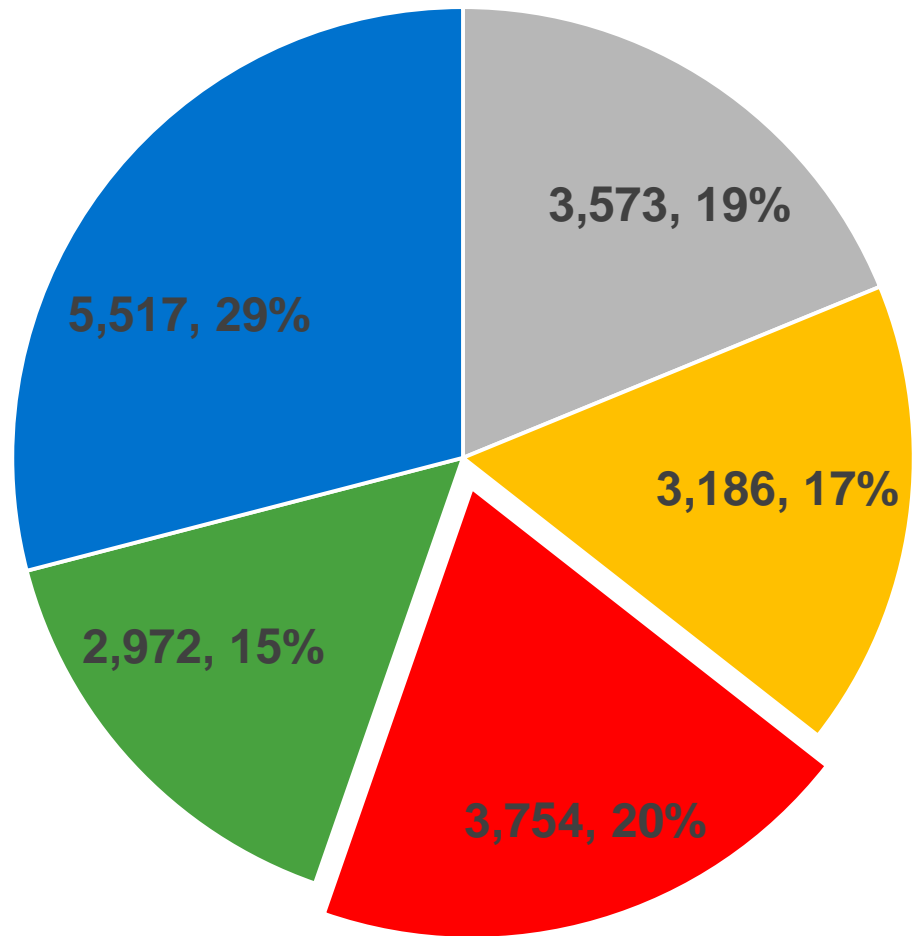


■ UCL&G ■ Lanark ■ Frontenac ■ L&A ■ Hastings

Relative % of Grants Received in Regional Comparison

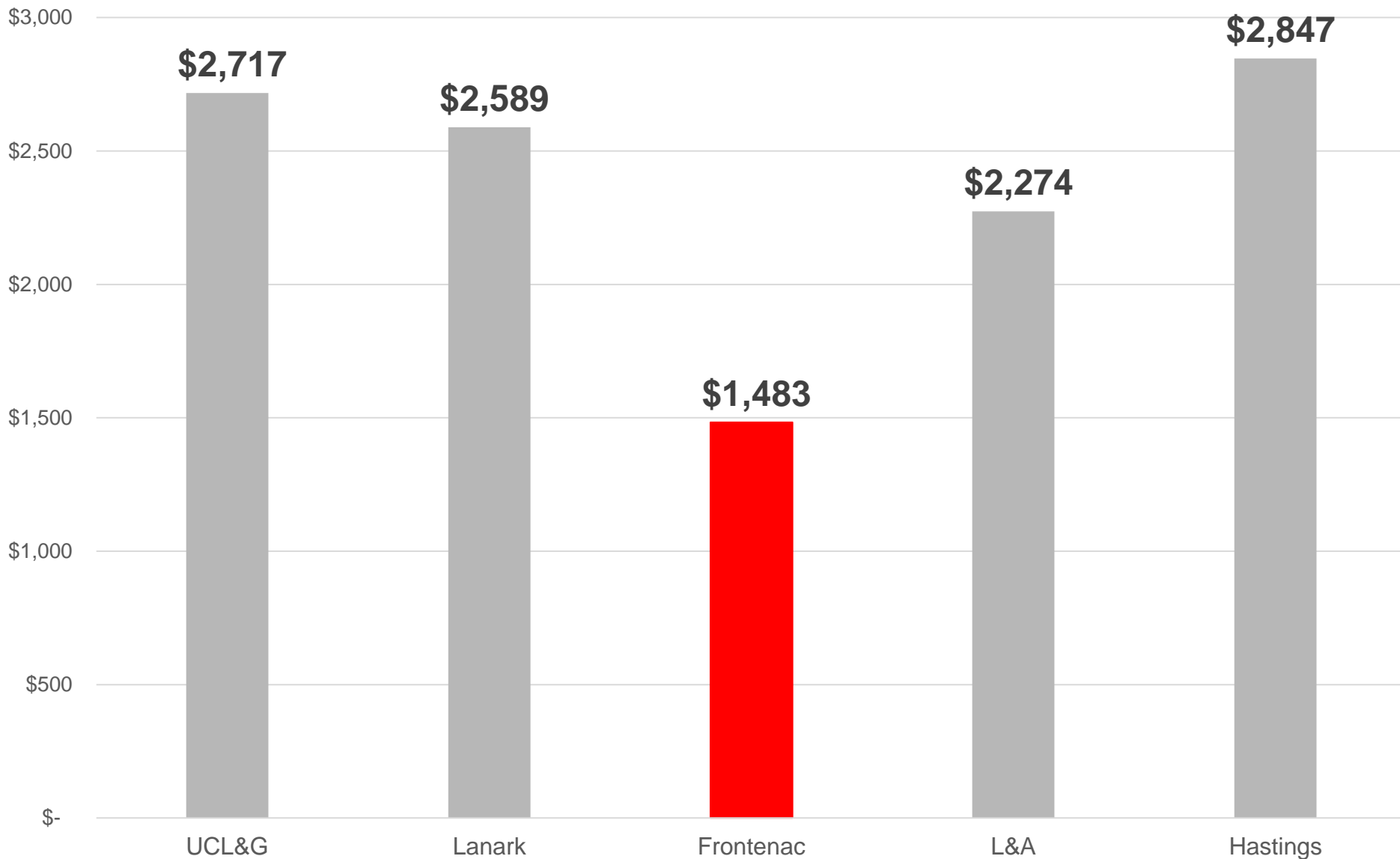


% of Total Land Area (km²)

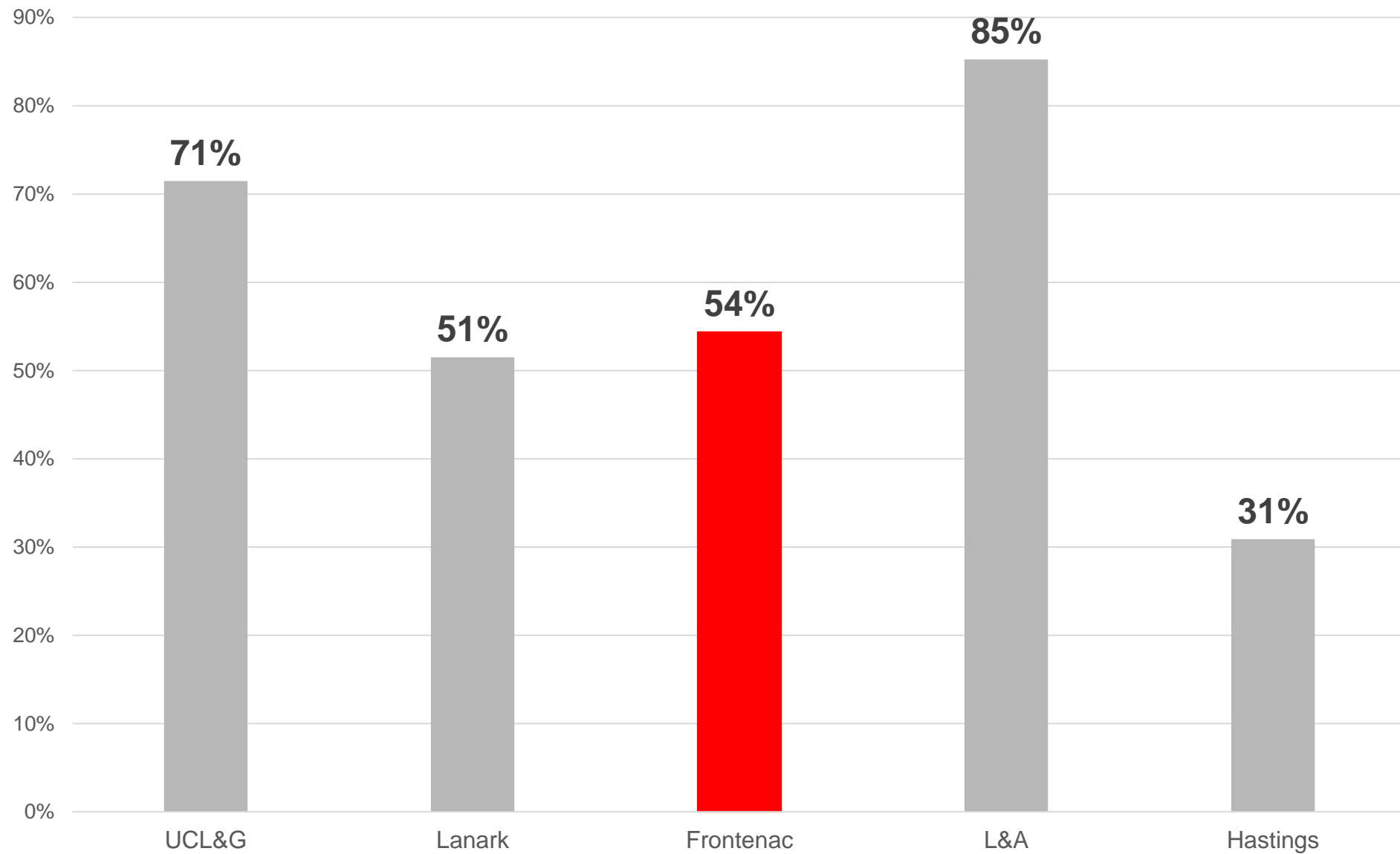


■ UCL&G ■ Lanark ■ Frontenac ■ L&A ■ Hastings

Grant \$/Lane km (2015-17)



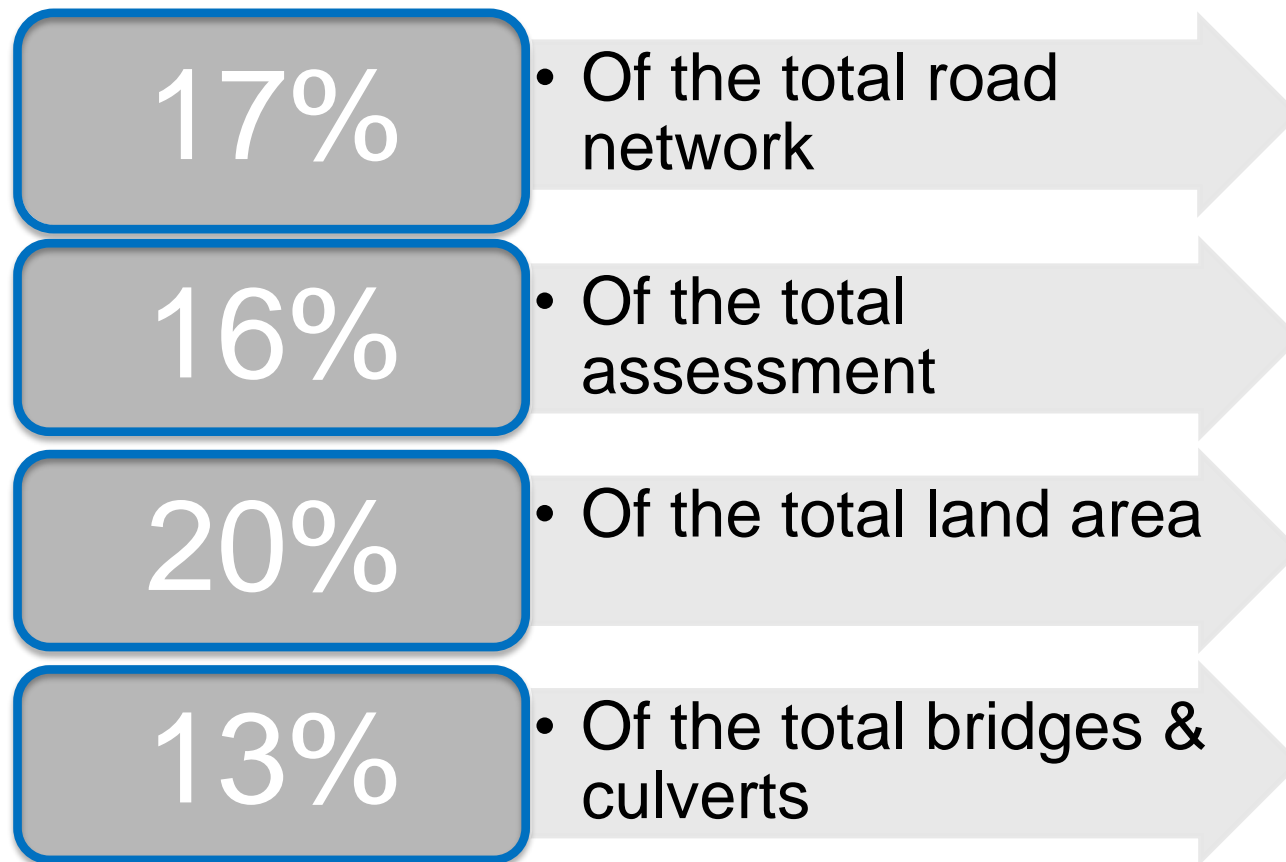
Pct of Roads Rated Good+ (2017)



Base Data Summary

- Grants per lane KM, Frontenac received:
 - » \$1,364 less/KM than Hastings
 - » \$1,234 less/KM than UCL&G
 - » \$1,106 less/KM than Lanark
 - » \$791 less/KM than L&A
- Only 54% of Frontenac Roads are rated Good+ (L&A = 85%)

Frontenac has:



But only
receives
10% of
the
grant
dollars

What if Frontenac was Funded at the Same /lane km \$'s as the Other Counties?

Three Year Summary

	UCL&G	Lanark	L&A	Hastings
Frontenc if \$	10,517,622	10,022,831	8,802,605	11,020,961
Frontenac Actual \$	5,742,120	5,742,120	5,742,120	5,742,120
Difference \$	4,775,502	4,280,711	3,060,485	5,278,841

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LOW

HIGH

Average = \$4.34M



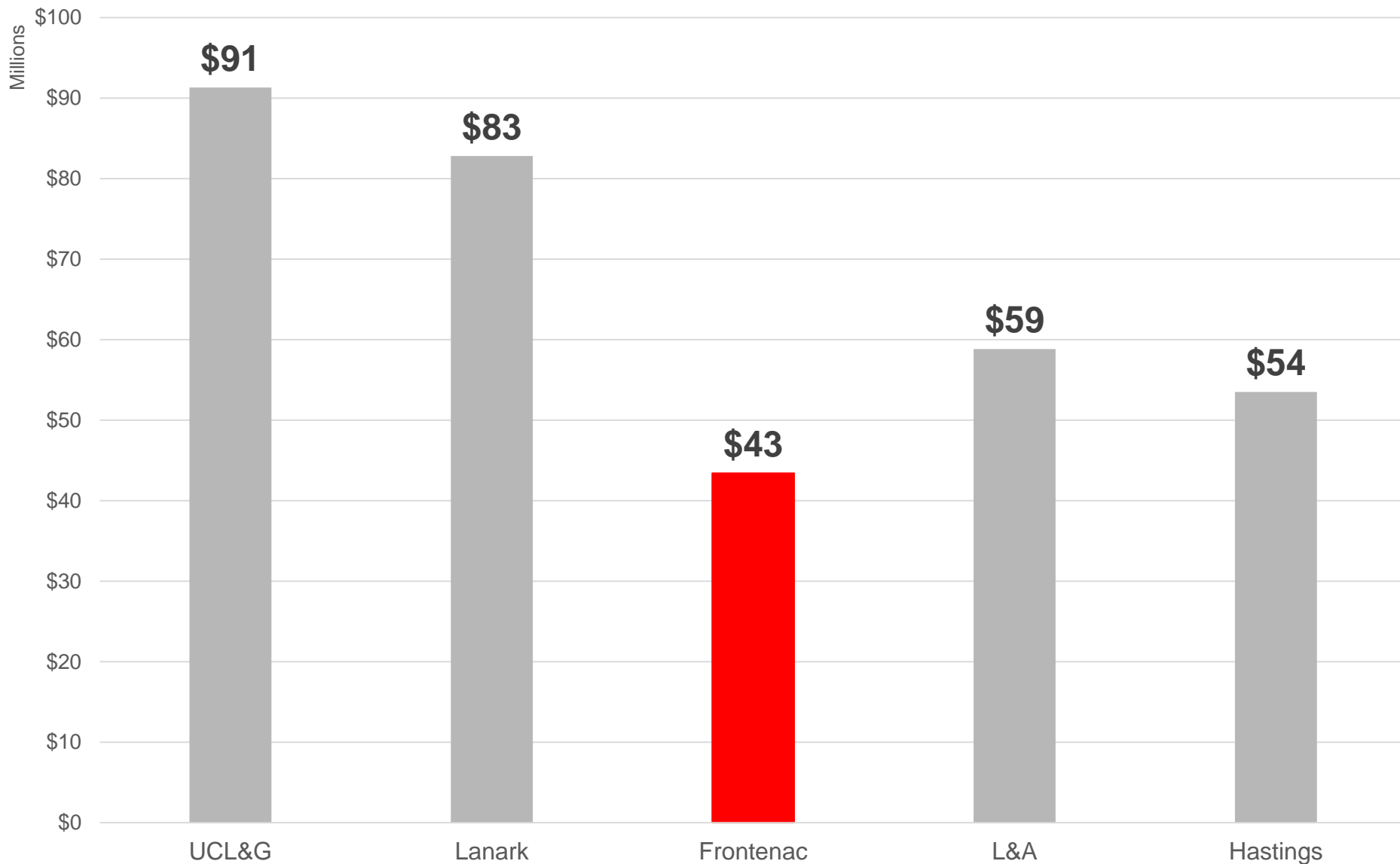
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A Deeper Dive

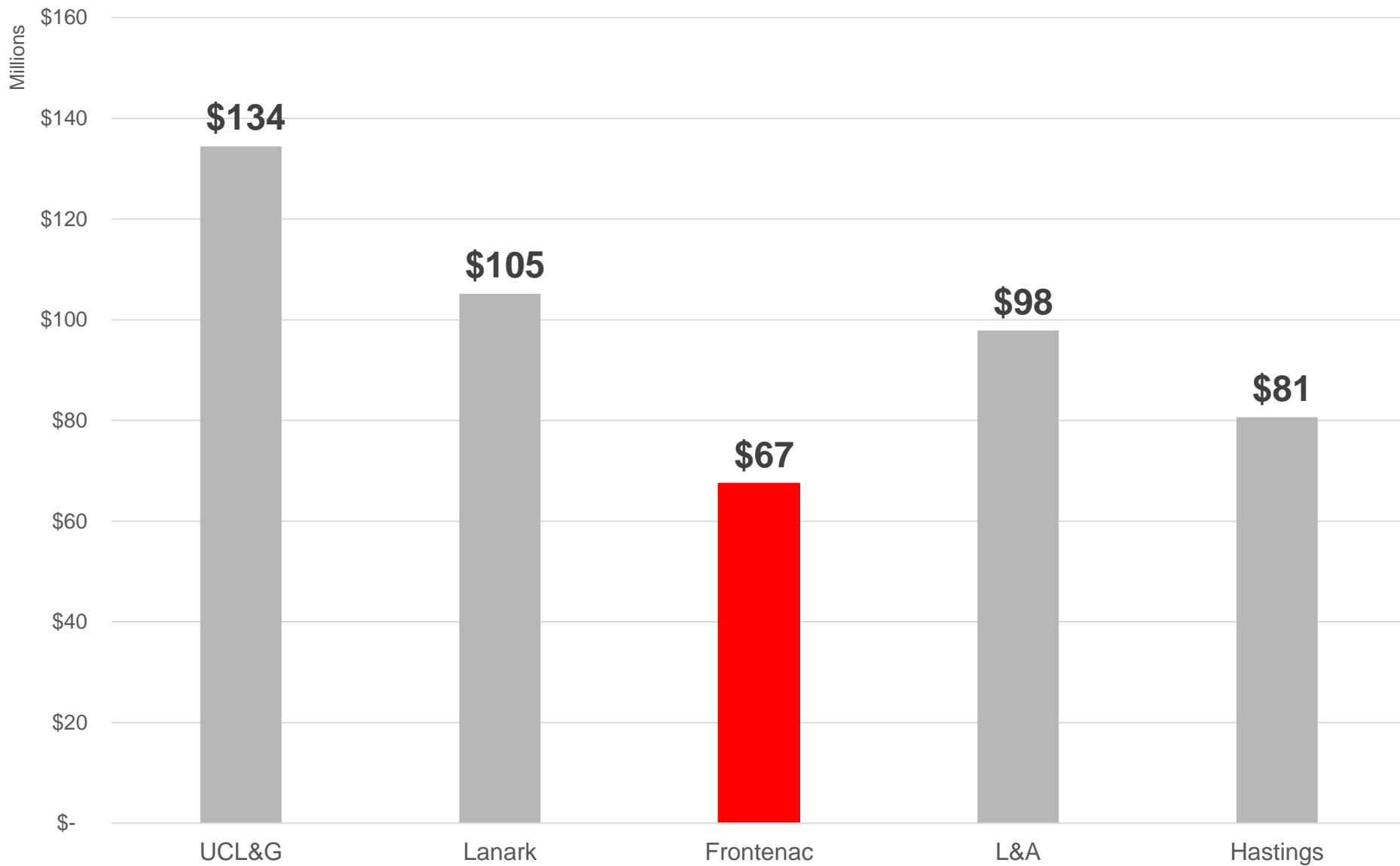
Tax \$'s Gen/\$ of Assess. (Front. = \$1, 2017)



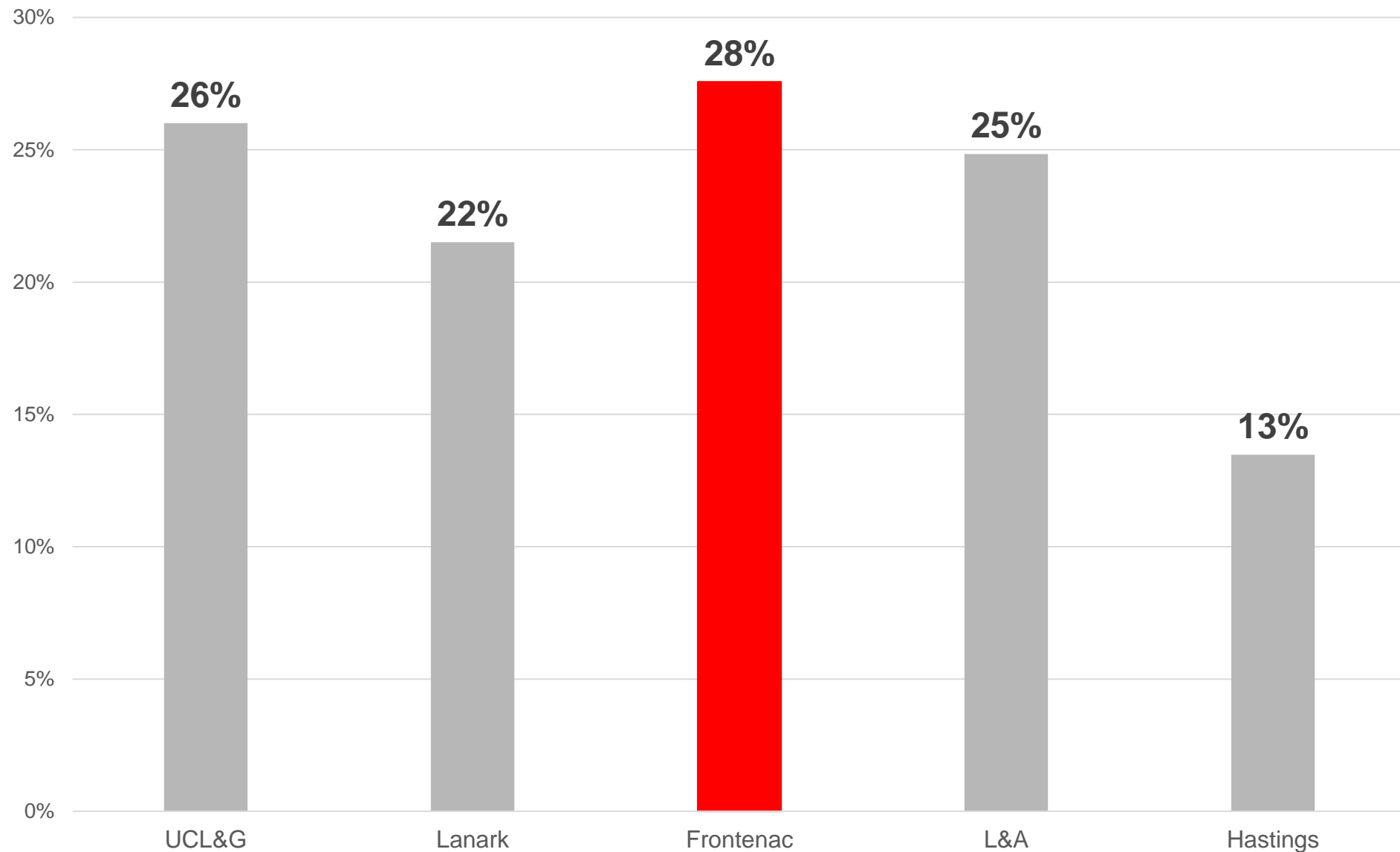
Total Tax Levy (\$M 2017)



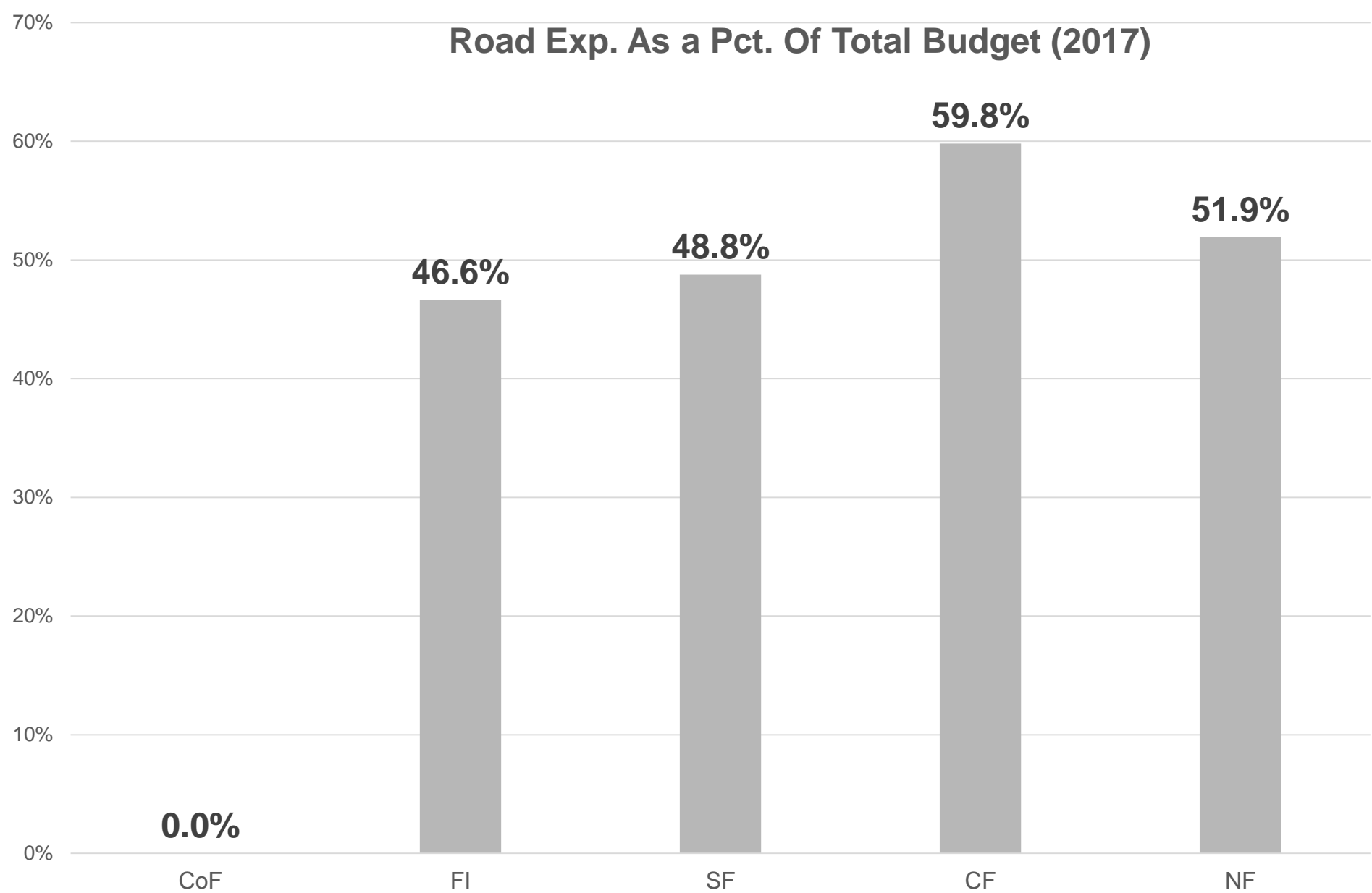
Total Road Expenditures (2015-17)



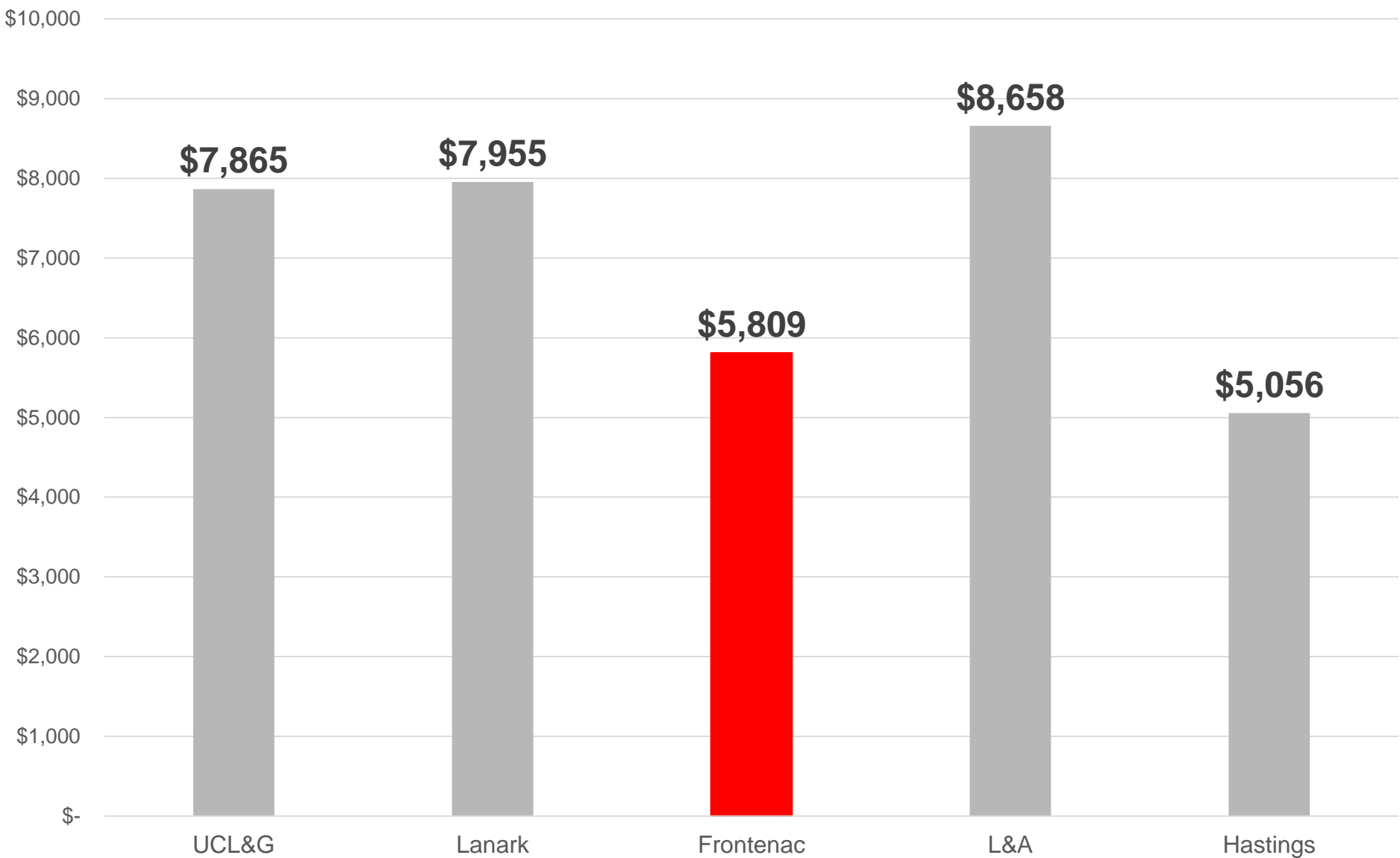
Road Exp. as a Pct of Total Budget (2017)



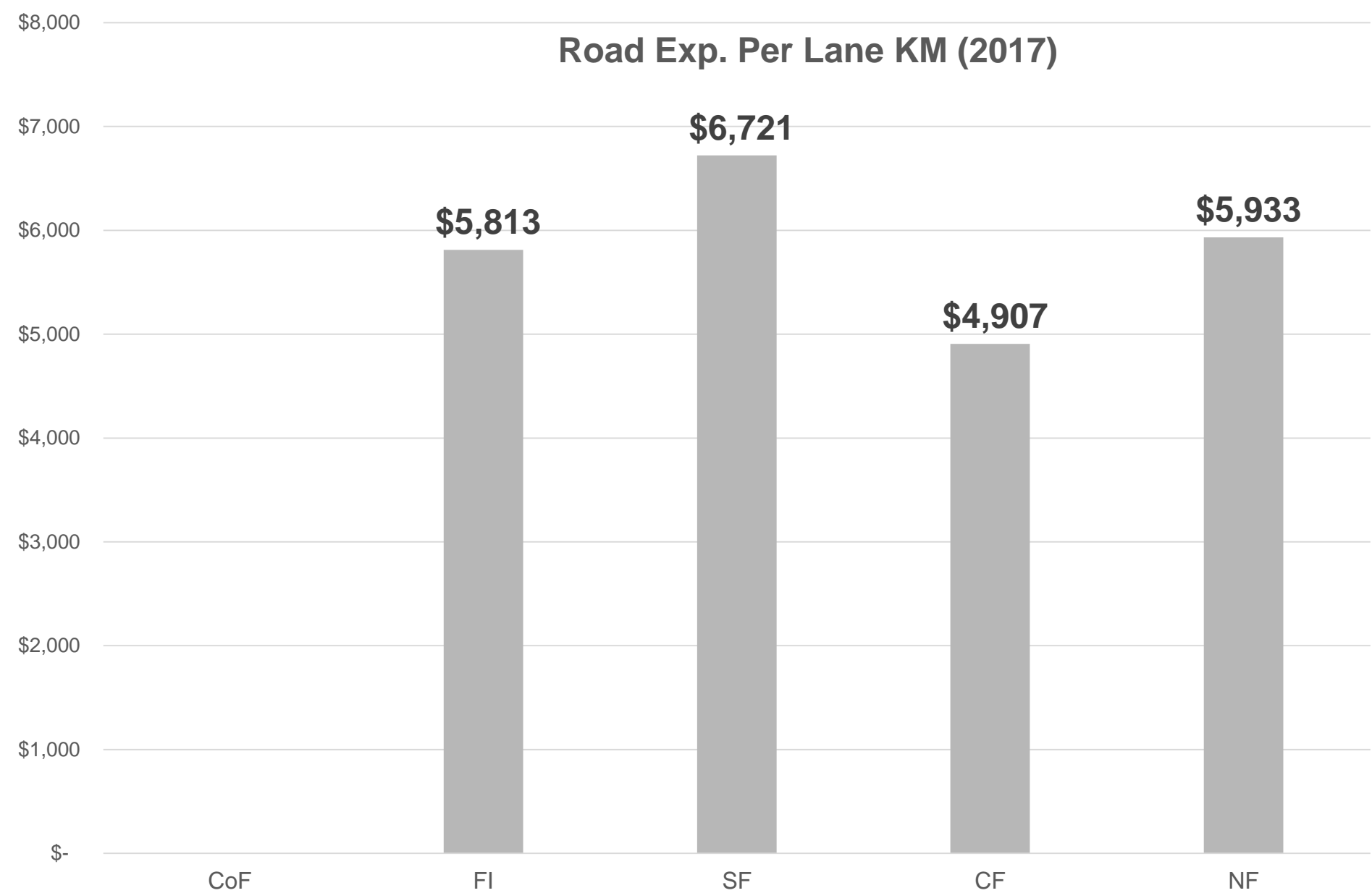
Road Exp. As a Pct. Of Total Budget (2017)



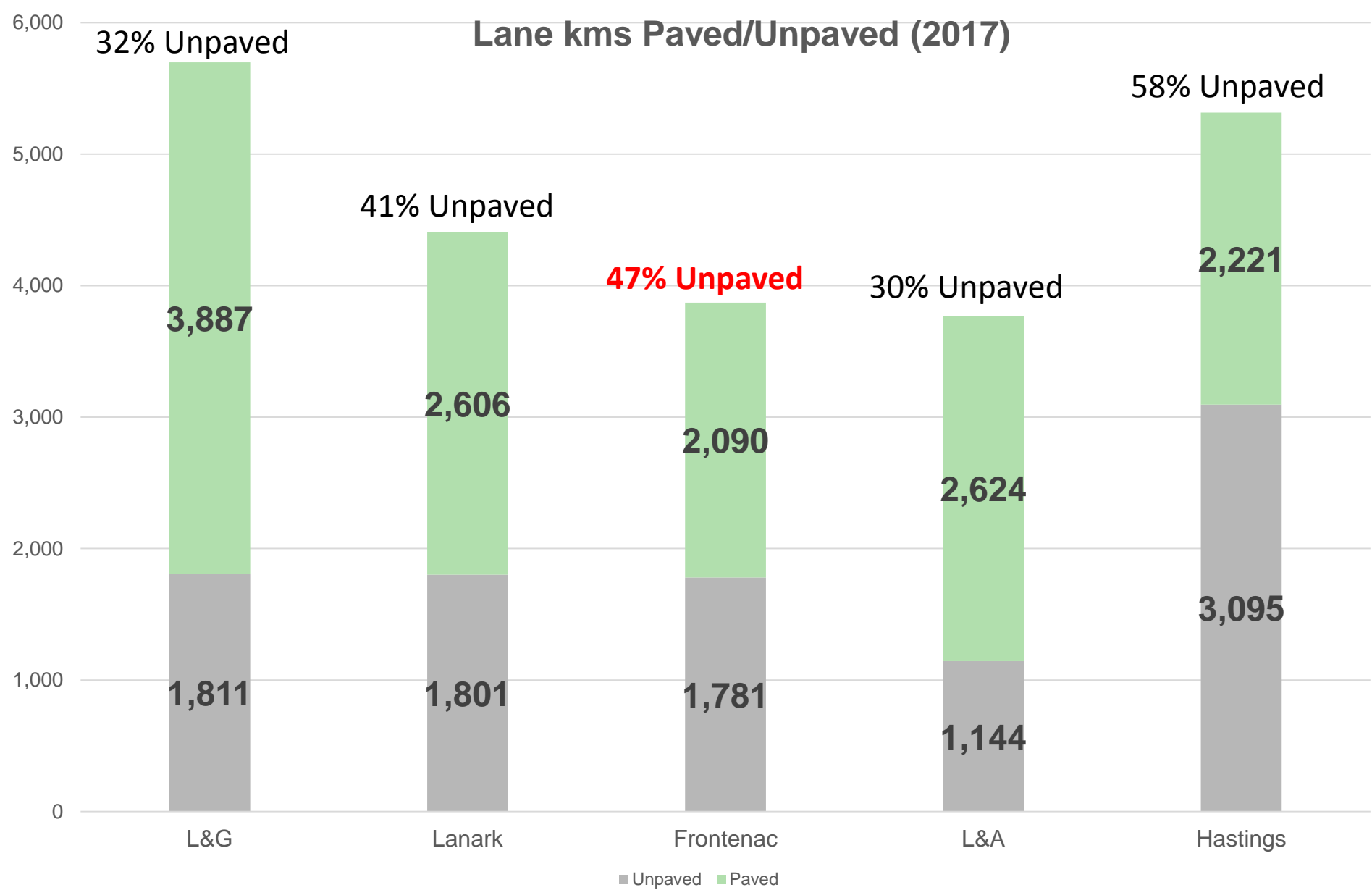
Ave. Annual Exp. by County/Lane KM (2015-17)



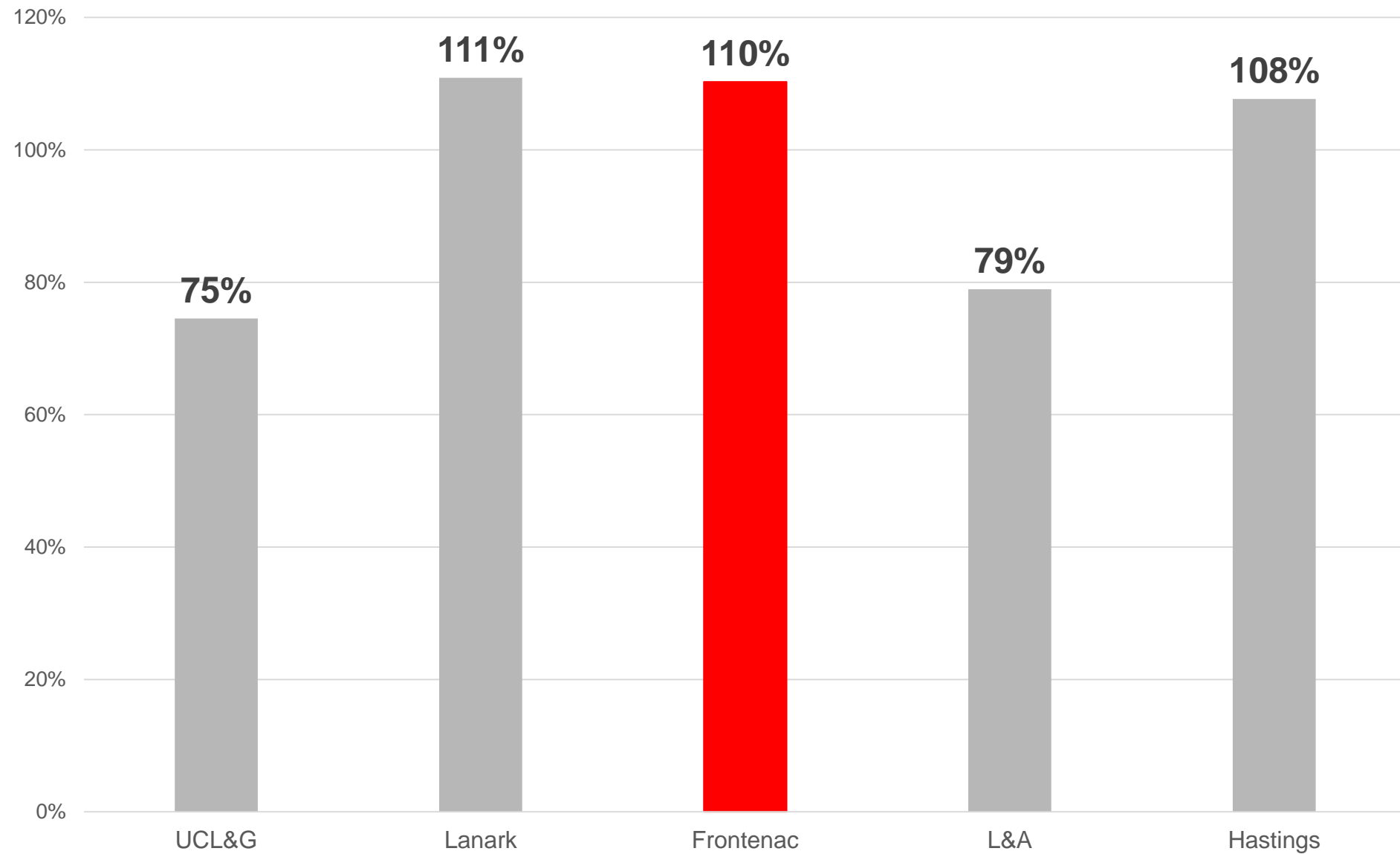
Road Exp. Per Lane KM (2017)



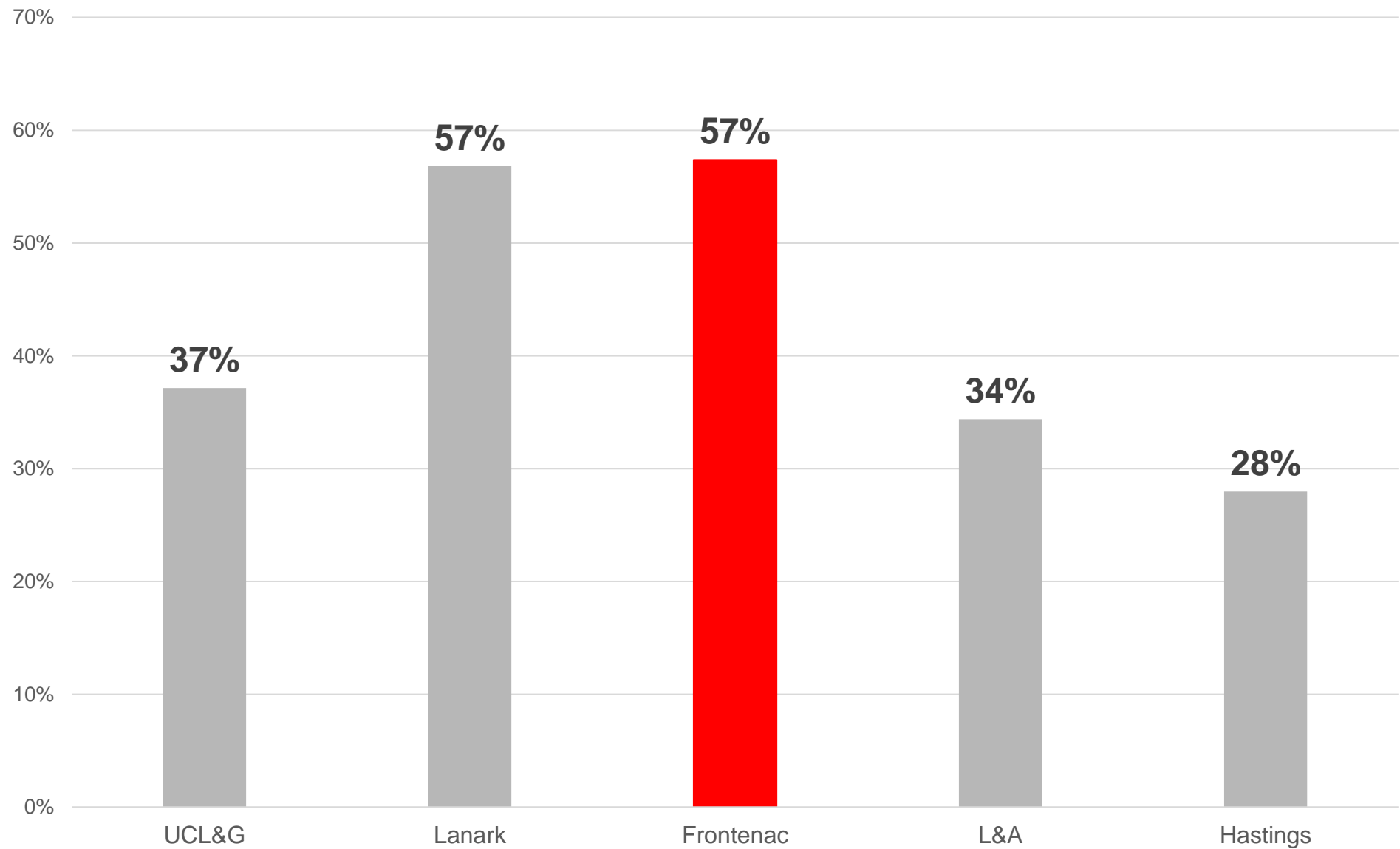
Lane kms Paved/Unpaved (2017)



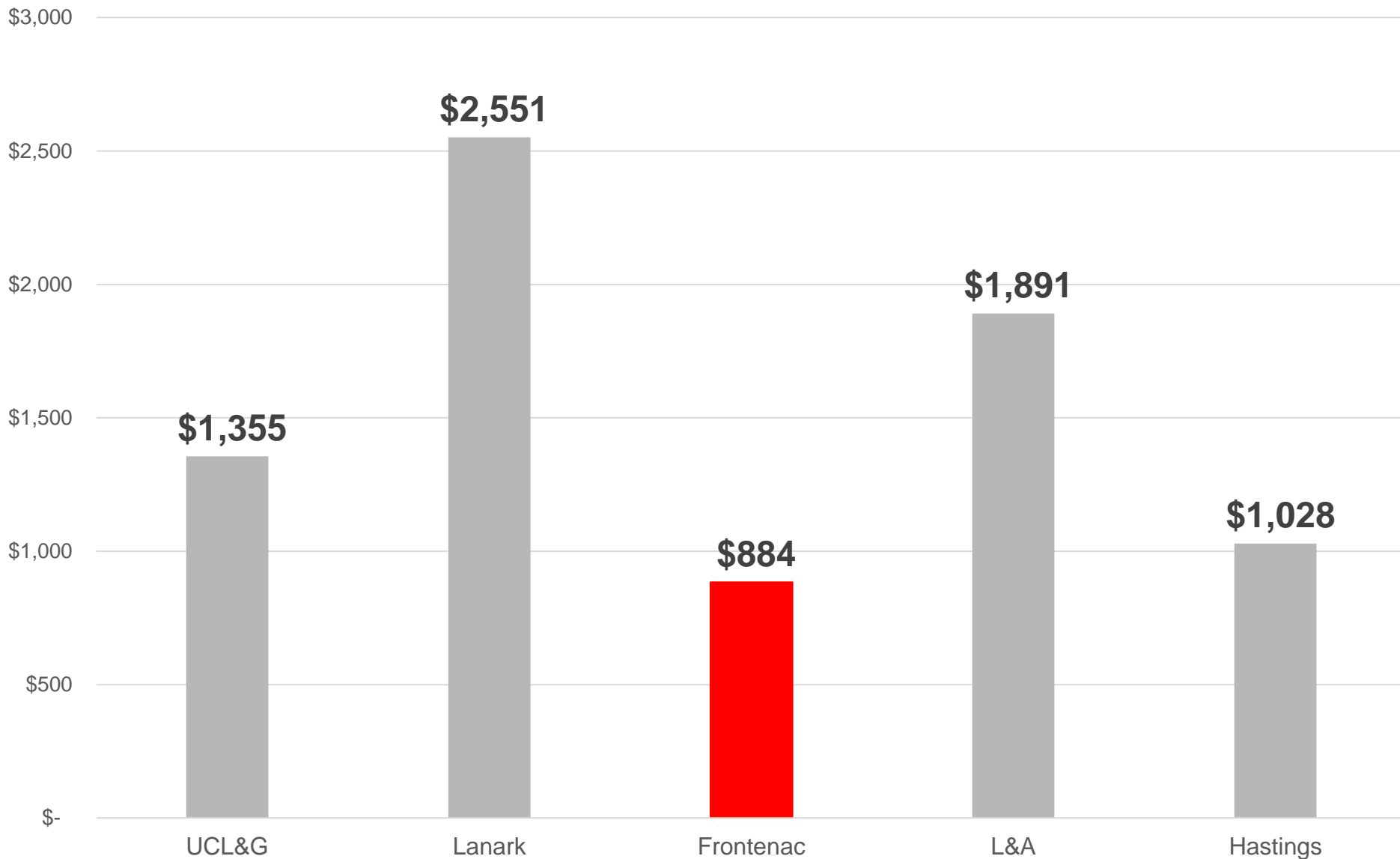
Reserve \$ as a Pct of Tax Levy (2017)



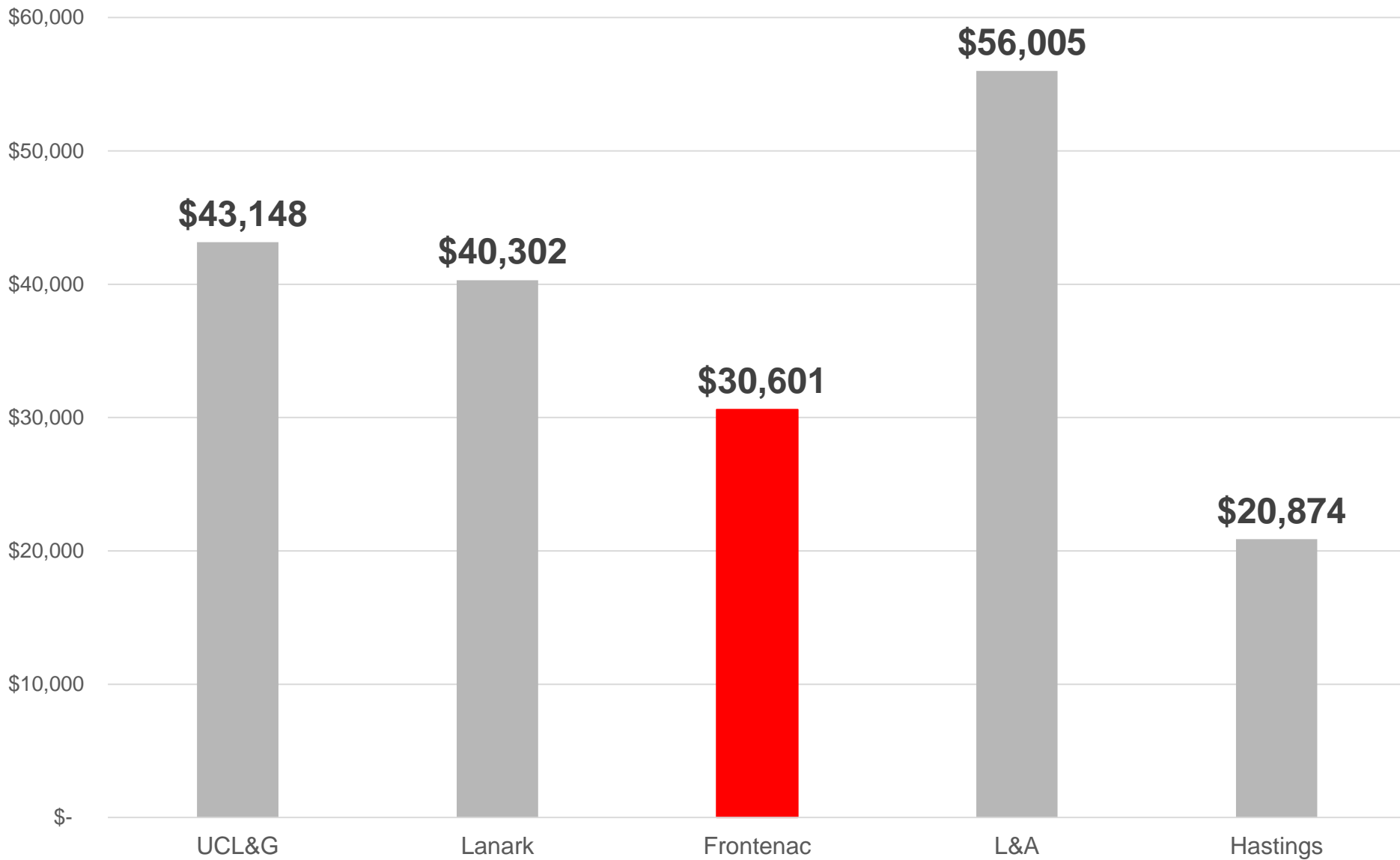
Reserve \$ as a Pct of Total Budget (2017)



Dedicated Road Reserves/Lane km (2017)

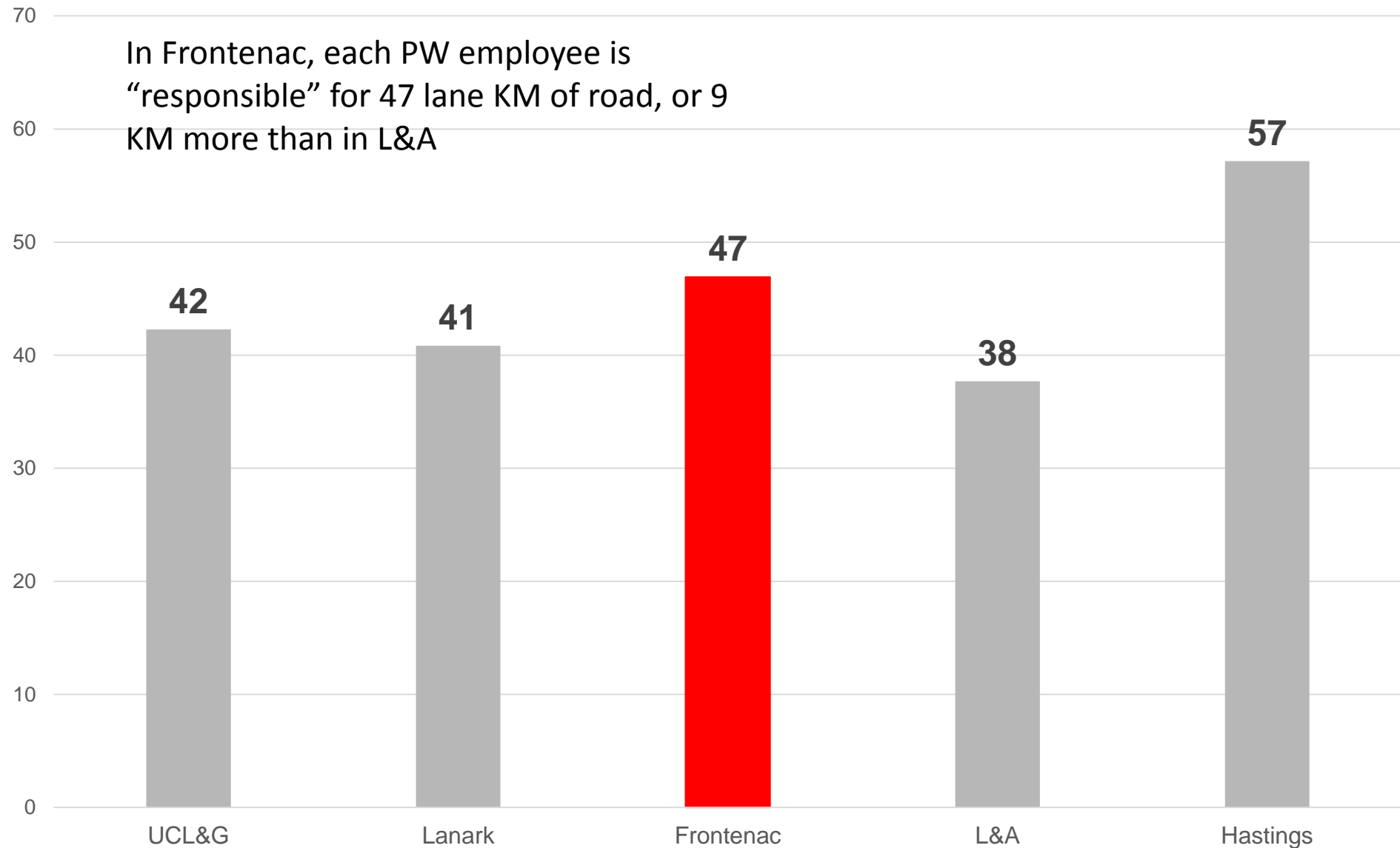


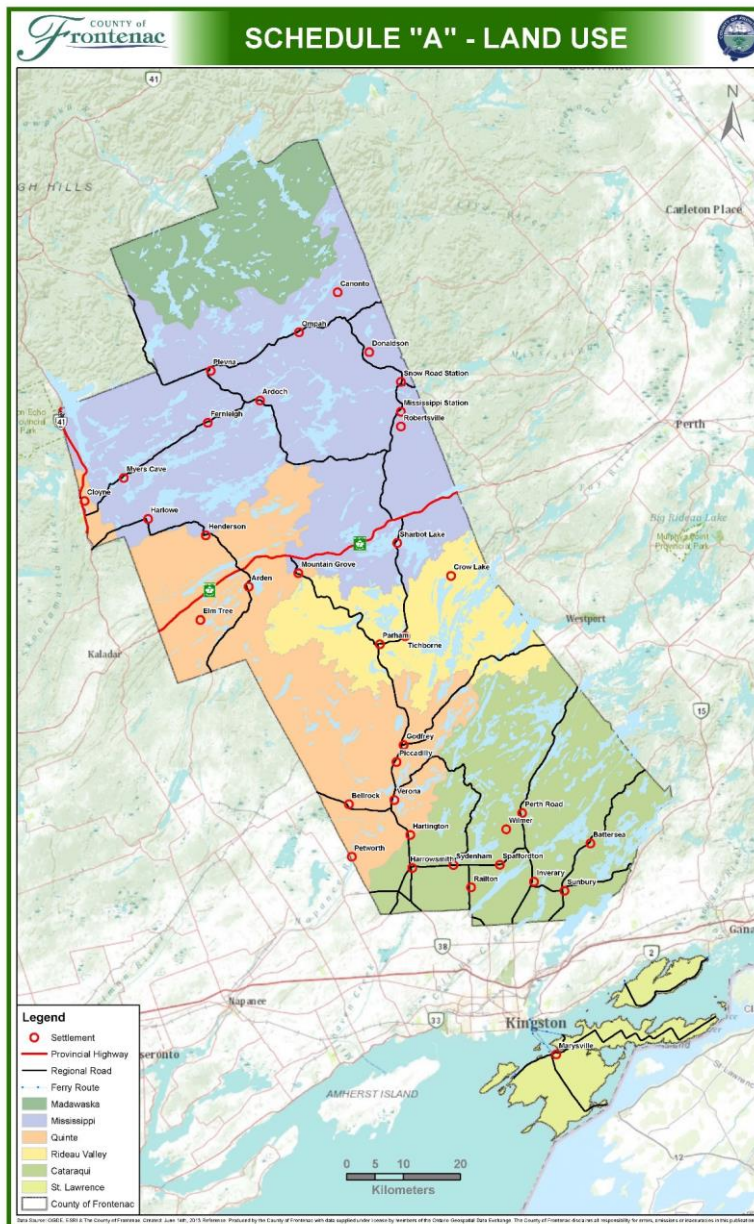
Book Value/Lane km (2017)



Lane km/Employee (2017)

In Frontenac, each PW employee is
“responsible” for 47 lane KM of road, or 9
KM more than in L&A





Summary

Good News

- Frontenac's over all reserve position is strong
- Frontenac's tax burden is low. All comparators collect more tax dollars/dollar of assessment

Summary

Not So Good News – Part One

- Frontenac is receiving less (\$3 to \$5M) Grant dollars than the comparator group (per lane km)
- Frontenac is only ahead of Hastings in spending per lane KM
- Frontenac's percent of roads rated Good+ is less than UCL&G and L&A
- Frontenac is only behind Hastings in the percent of unpaved roads

Summary

Not So Good News – Part Two

- Frontenac has the lowest dedicated roads reserve position in the comparator group
- Frontenac has the highest percentage of road expenditures/total expenditures
- Frontenac Public works employee are “responsible” for more lane KMs than all comparators except Hastings
- Frontenac’s book value per lane KM is only ahead Hastings



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Six Options

1

Status Quo

2

Regional Roads – Limited
County Involvement

3

Regional Roads –
Contracted Engineering –
Limited County
Involvement

4

Regional Roads –
County Augments
Resources at Selected
Municipality

5

Regional Roads –
County Resources

6

Regional Roads –
Full County Model

What Would Option Three Look Like?

- No County involvement other than submission of grant prepared by a Consultant in consultation with Public Works Managers and Treasurers
- Per solicitors advice, the County would secure a 1% ownership stake in the regional roads network, including bridges and culverts
- Would not involve any on the ground work – no plowing, grading, etc
- Consultant hired by the County
- Consultant would be responsible for developing regional priorities, in conjunction with PWMs, the tendering coordination, contract/construction administration of regional roads projects
- Grant application, administration and reporting completed at the township level
- Consultant would be responsible for the establishment and reporting of Key Performance Indicators (KPIs) and regular reporting to all Councils
- Likely budget estimate (\$200K in 2020 - \$300K 2021 – phased in over 2 years)

What Would Option Five Look Like?

- The most “modest” form of regional roads coordination
- Per solicitors advice, the County would secure a 1% ownership stake in the regional roads network, including bridges and culverts
- Would not involve any on the ground work – no plowing, grading, etc
- Similar to L&A would involve the hiring of a “Regional Engineer” (early 2020) + an Engineering Construction Technician (mid/late 2020)
- Regional Engineer would be responsible for developing regional priorities, in conjunction with PWMs, the tendering coordination, contract/construction administration of regional roads projects
- Grant application, administration and reporting
- Establishment and reporting of Key Performance Indicators (KPIs) and regular reporting to all Councils
- Likely budget estimate (\$200K in 2020 - \$300K 2021 – phased in over 2 yrs + consultant for design/project management as required)

Questions & Discussion

- Does Frontenac wish to proceed with consideration of a regional coordination roads model?
- If so, are we willing to invest to make it happen? In particular, we do not have the staff necessary to implement a regional model

Final Thoughts

- While good work is being completed by our municipalities, it is clear that Frontenac roads fall short on a number of different metrics compared to our regional comparators
 - » Our resources are stretched and our grants are low
- The establishment of regional roads systems could assist with improving access to funding and coordination of contractors and supplier

Next Steps if We ...

No Action – Remain Status Quo

That the Council of the County of Frontenac receive the presentation of the Chief Administrative Officer, Regional Roads Network Comparison, and take no further action.

Next Steps if We ...

Yes – CAO Recommendation

- **Resolved That** the Council of the County of Frontenac receive the Chief Administrative Officer report – Regional Roads – Overview and Background Report for information;
- **And Further That** the Council of the County of Frontenac request that each member Council review and consider this report by May 31, 2019.
- **And Further That** each member Council formally endorse a petition to the Province of Ontario to remove Section 6.2 from The County of Frontenac/City of Kingston Restructuring Order, 1997 related to the prohibition of County involvement in roads.
- **And Further That** the County engage a consulting team to assist with the development of a business plan for both options 3 and 5, including consultation with each Council and the study be to a maximum upset limit of \$40,000 to be funded from the County portion of the recently announced Municipal Modernization Fund (MMF).
- **And Further That** the report be reviewed at a joint meeting of all Councils and a preferred option be finalized prior to the end of September 2019 for consideration during the 2020 budget cycle.

