

## REPORT

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**TO:** Council  
**FROM:** Charity Post  
**DATE:** November 3, 2021  
**REPORT:** FIN.21.08  
**SUBJECT:** Asset Management Status Update

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### **RECOMMENDATION:**

That FIN.21.08 Asset Management Status Update be received by Council for information and to fulfill requirements of the Strategic Asset Management Policy

### **BACKGROUND AND ANALYSIS:**

The Strategic Asset Management Policy A09-F-07 was adopted by Council in July 2019. Under the section "Responsibilities of Key Stakeholders", Council is responsible for the following:

d) conduct annual reviews of asset management plan implementation progress from reports provided by the Asset Management Team on or before July 1 of every year including:

- Progress on ongoing efforts to implement the asset management plans
- Any factors affecting the ability of the Municipality of Grey Highlands' to implement its asset management plans
- A Strategy to address these factors including the adoption of appropriate practices
- Review implementation of the plan as part of the annual budget process

### **OPERATIONAL CONSIDERATIONS:**

This year the Asset Management Team has continued to learn and work towards improving our asset management practices within the municipality. The PEMAC Asset Management Certification courses we have been attending have made us think about assets differently than we did a year ago. For instance, we've learned that system thinking is a holist approach to analysis that focuses on the way that a system's constituent parts interrelate and how systems work over time and within the context of larger systems. This was something we paid little attention to a year ago, but through learning and discussion, we have come to realize how much work there is to be done to progress our asset management program.

Our training has us thinking more about our processes and how they may impact other departments. We are more aware of silos and are working hard to break them down so that information flows more efficiently between departments and provides more context about assets. This has also led to a lot of discussion around data governance. While we have an asset database that allows us to compile and calculate the financial information we need for our year-end financial statements and form the basis for our Asset Management Plans, that is only one piece and function. Much of our asset information is contained within our silos and not readily available for other departments that may need the data. We have access to Grey County GIS but the information is incomplete and lacking the resources to improve the data.

On May 20, 2020, Council approved retaining the services of Public Sector Digest to update our Asset Management Plan to 2023 requirements. On March 19, 2021, the province extended the deadlines by one year. Over the past year, we have worked with PSD to establish asset conditions, levels of service, and lifecycle data. We are in the process of reviewing the plan and moving forward with the next steps. On July 1, 2025, Phase 3 will be due; this phase will build on Phases 1 & 2 by adding Proposed Levels of Service and Lifecycle Management and Financial Strategy. The Asset Management Team anticipates that future legislation will include climate considerations and has included this topic in discussions in an effort to be proactive.

The goal for the team is to be able to develop our AMP in-house and not have to outsource. Capturing accurate data for Levels of Service and Lifecycle Management are challenges that we face. We do not have an efficient work order system that will allow us to record and report how much time staff spends on maintaining our various assets, and what the costs and hours are, this type of information is necessary to help establish what our levels of service are and how much we spend during the lifecycle of an asset. This type of data is helpful for making decisions around procurement and budgeting as it gives us better information about our assets. This discussion has grown to include input from other departments and organizations outside the asset management team so we can have a better understanding of each other's processes, the barriers we face, and identify risks associated with change. Through this collaboration, we aim to improve processes and create efficiencies. Broadening the discussion also allows the team to share their knowledge with staff members that may not realize the scope of what asset management is and further breaks down the silos that create information gaps. An enterprise asset and work order management solution is proposed as a consideration for the 2022 budget.

The Asset Management team has proposed changes to all job descriptions to include asset management responsibilities and is working on updating the Tangible Capital Asset Policy as part of our grant funding obligations.

**GREY HIGHLANDS STRATEGIC PLAN:**

Strong Governance - Create a Grey Highlands Asset Management Plan to inform current and future requirements, and capital costs associated in replacing, maintaining, and anticipating infrastructure needs.

**STAFFING IMPACT:**

Members of the Asset Management Team are:

Charity Post - Accounting Supervisor and Asset Management Coordinator

Holly Cullihall - Municipal Services Technician

Jeff Elchuk - Public Utilities Foreman

Nathan Stewart - Facilities Manager

Anna McCarthy - Treasurer

Senior Management will also be consulted regarding the assets for their respective Departments.

**POLICIES/LEGISLATION::**

[Strategic Asset Management Policy](#)

[O. Reg. 588/17 Asset Management Planning for Municipal Infrastructure](#)

**FILE OR REFERENCE:**

[FIN.20.08 Award of Contract for Asset Management Plan Update](#)

[FIN.20.10 Municipal Asset Management Program Funding](#)

[AMP for Cross-Functional Municipal Teams](#)

**Approved By:**

Karen Govan, Chief  
Administrative Officer

**Status:**

Approved - 26 Oct 2021