

## REPORT

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**TO:** Council  
**FROM:** Charity Post  
**DATE:** December 20, 2023  
**REPORT:** FIN.23.22  
**SUBJECT:** Asset Management Update

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### **RECOMMENDATION:**

That Council receive FIN.23.22 Asset Management Update for information

### **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 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:**

In 2020 FCM (Federation of Canadian Municipalities) partnered with PEMAC (Plant Engineering and Maintenance Association of Canada) to offer the "Asset Management Professional" program at a highly discounted rate. The cost to the Municipality was \$1,140 per registrant for the program, a savings of \$4,410 per person thanks to the funding provided by FCM.

In December, 2023 Asset Management Team members Anna McCarthy (Director of Finance) and Charity Post (Deputy Treasurer) completed the Asset Management Training program requirements to obtain their Certified Asset Management Professional (CAMP) designations. AM team member Holly Cullihall (TPS Coordinator) also holds the designation.

The PEMAC program is comprised of 6 courses.

- Course 1 - 'Asset Management Principles and Strategic Development' is a basic overview of the program as a whole and looks at how applying asset management principles can help organizations realize value.
- Course 2 - 'Asset Management Capabilities Development' focuses on organizational culture, change management, the importance of collaboration, and systems thinking.
- Course 3 - 'Risk Management & Performance Improvement' discusses some tools and techniques for identifying and navigating risk for improved asset performance through planning and decision making to achieve corporate objectives.
- Course 4 - 'Developing and Implementing Asset Lifecycle Delivery Activities' provides an understanding of various strategies and tactics that can be applied to manage asset lifecycle activities from acquisition to disposal.
- Course 5 - 'Asset Management Knowledge' looks at how important the role of information and knowledge management is to ensure there is minimal to no disruption, to the operations and maintenance activities of an organization when people and processes change. This course also discusses the roll technology and Artificial Intelligence might have on asset management now and into the future.
- Course 6 - 'Capstone' Review of all the previous courses where participants choose an asset and develop an Asset Management Policy and Strategy for their organization the develop and implement an Asset Management Plan for their chosen asset.

Jeff Elchuk (Public Utilities Team Leader) has also completed 4 of the courses. These courses required 7-10 hours (or more) per week, lasted 10 weeks each, and were completed during each staff members personal time outside of work.

Over the past year the Asset Management Team has been working together to strengthen Grey Highlands Asset Management capabilities. We have been sharing knowledge and information about our processes and looking at various ways that siloed information can be made available to other relevant departments and create efficiencies. Procurement of an Enterprise asset management and work order maintenance system was approved in the 2022 budget but not yet purchased. The primary conversations that have delayed the decision to move forward with the procurement process have been the lack of staff resources, the topic of the Geographical Information System (GIS), and interoperability of software.

Grey Highlands has a GIS contract through Grey County, which includes 150 hours of county staff time for the entry of GIS data. This is a relatively small number of hours for our large asset portfolio, and is not enough to maintain the large volume of data specific to Grey Highlands at the required level of detail. Further to that, staff have to pull information for the same asset from multiple platforms only to receive conflicting information from each one and currently lack the capability to make corrections to GIS asset data, independent of the County.

Having asset information in multiple locations is problematic because it is difficult to know what source has reliable data which creates inefficiencies that result in hours of lost time. The database that is updated the most internally, is CityWide as it contains the information required for the audited financial statements. There is some alignment

between CityWide and other databases but they only provide a location description which is very different from how assets are viewed in the GIS. Staff that is in the field replacing or maintaining municipal infrastructure are given asset id's to work with and no map location data confirming that they are in fact referencing the correct asset, which creates a risk that the wrong asset will be updated in the financial software. Good asset management recommends integration of systems where asset information can be found and updated in a centralized location creating an absolute truth.

The GIS is ideal as a central asset registry because it contains location data within a map so when discussing a specific asset or area, a visual is provided; that is often not the case with information databases/sources outside of the GIS. A well developed GIS would provide a basis for decision making recommendations coming forward to council from staff for strategic planning and decision support, benefiting the municipality as a whole. The objectives that good GIS data has the capability of providing can be linked to multiple priorities identified within the strategic plan. Uses internally include:

- Transportation and Public Utilities for infrastructure management, maintenance planning, asset condition monitoring & locates, and service delivery.
- Fire department could use GIS for fire risk assessment, emergency response planning, and optimizing fire station locations.
- Economic and Community Development can leverage the GIS for business site selection, market analysis, economic planning, community engagement, neighbourhood analysis, and development projects.
- Environmental department can utilize the GIS for environmental impact assessment, conservation planning, and landfill capacity analysis.
- Parks and Recreation can benefit from detailed mapping, asset condition monitoring, trail planning, event planning & permitting, accessibility planning, and resource management.
- The Planning department has GIS capabilities and benefits by having the ability to see information pertinent to land use planning, zoning, and urban development (to the extent that accurate asset information is currently available within the platform)

Externally, citizens and community groups could benefit from the ability to use the GIS as an engagement tool by providing access to information about local services, amenities, and development. It can also support community-based initiatives such as neighborhood mapping and environmental monitoring.

The Asset Management Team has been discussing various ways to navigate the data issues Grey Highlands staff are currently experiencing with the GIS and are recommending that the municipality take the steps to start investing in improving the GIS. It is recommended that future software purchases containing information that can be mapped have the ability to integrate and update GIS data. It is also recommended that Grey Highlands hires an Asset Management Coordinator that is qualified to enter the spatial data that is essential to the GIS software.

PSAB 3280 - Asset Retirement Obligations will need to be accounted as part of the 2023 audit. The Asset Management Team has kept this discussion going and is working on developing the list of items of concern. Public Utilities has expressed knowledge of

an asbestos wrapped pipe in one of their buildings as well as, concrete containing asbestos in some of the underground infrastructure. As information is collected it will be added to the central asset registry and incorporated into the replacement costing within the Asset Management Plan. A more thorough investigation will need to be completed to ensure the municipality has all of the necessary information to meet the legislative requirements of this accounting standard.

Statistics Canada selected Grey Highlands to fill out the 2022 Canada's Core Public Infrastructure Survey again. The municipality has been selected to complete this survey in the past and there were some significant changes in the questions. There was an entirely new section in the survey 'Natural Infrastructure' that required a count of natural infrastructure assets. Some examples of natural assets they asked about include: Naturalized Stormwater Ponds, Wetlands & Restored Flood plains, Rain Gardens, Permeable Land Cover, Infiltration Basins, Urban Forests, Green Roofs, Community Gardens, and Living Walls. These asset types are not currently tracked or part of the municipal Asset Management Plan, with the exception of Community Gardens which are in the asset database, and will be reflected under land improvements in a future update.

### Looking Forward

The Strategic Asset Management Policy has been in effect for more than 4 years and is due for an update in 2024, this is a project that the Asset Management Team will be working on in the new year.

The Asset Management Team will also continue working to move the procurement of the Enterprise Asset Management System forward. Software decisions are difficult as they need to be user friendly, meet a variety of departmental needs, and take time to implement. Staffing resources are another factor due to the skill-set required and time available to ensure the system has good accurate data and reduce associated software risks.

### **GREY HIGHLANDS STRATEGIC PLAN:**

Maintain the comprehensive Asset Management Plan that enables effective tracking, planning, and allocation of resources to meet future infrastructure needs.

Drive economic development by strategically investing in infrastructure to attract growth in new business, develop initiatives that attract workforce, and promote economic diversity to ensure a robust and sustainable local economy

### **STAFFING IMPACT:**

Members of Asset Management Team:

Anna McCarthy - Director of Finance

Athena DeMichele - Financial Analyst

Holly Cullihall - Transportation and Public Spaces Coordinator

Jeff Elchuk - Public Utilities Team Leader

Alysha Milliner - Manager of Infrastructure

Mike Bothelo - Manager of Operations, Parks and Recreation  
Elycha Marshall - Team Leader Environmental Services  
Charity Post - Deputy Treasurer, Asset Management Coordinator

**POLICIES/LEGISLATION::**

[2020 Asset Management Plan](#)

[A09-F-07 Strategic Asset Management Policy](#)

[By-law 2023-114 to adopt Asset Retirement Obligations Policy](#)

**ENVIRONMENTAL IMPACTS:**

Effective asset management planning has high positive environmental impacts. The integration of environmental consciousness into municipal asset management will contribute towards building sustainable, resilient and environmentally friendly communities by optimizing resource use, reducing waste, and improving sustainability.

**ATTACHMENTS OR REFERENCE:**

[Statistics Canada information about Canada's Core Public Infrastructure Survey](#)

**Approved By:**

Anna McCarthy, Treasurer  
Karen Govan, Chief  
Administrative Officer

**Status:**

Approved - 11 Dec 2023  
Approved - 13 Dec 2023