



**City of Kingston
Information Report to Council
Report Number 21-117**

To: Mayor and Members of Council
From: Sheila Kidd, Commissioner, Transportation & Public Works
Resource Staff: Brent Fowler, Director Corporate Assets and Fleet
Date of Meeting: June 1, 2021
Subject: Asset Management Planning

Council Strategic Plan Alignment:

Theme: Corporate business

Goal: See above

Executive Summary:

The City of Kingston and its utility company, Utilities Kingston, manage a wide range of assets that help to provide a variety of essential services to the community. Each must continually balance expenditures, services, and risk across the diversified portfolios to provide the level and quality of services expected by the residents, institutions, and businesses of Kingston. In accordance with the Infrastructure for Jobs and Prosperity Act, 2015 ("IJP Act") Section 6(2) that sets out principles for the provincial government to regulate asset management planning for municipalities in Ontario, the City of Kingston and Utilities Kingston have developed Asset Management Policies to govern the assets in each of their portfolios. The subsequent Ontario Regulation, O.Reg. 588/17, "Asset Management Planning for Municipal Infrastructure" prescribes the requirements to be met and/or satisfied by municipalities when undertaking asset management.

Asset Management is a process that supports decision-making. It helps municipalities care for the infrastructure that delivers key services to our community in a way that considers the service needs, manages risks and opportunities, and uses resources more efficiently. City management is committed to documenting this approach and defining this management system with an asset management strategy that will guide the City's processes, meet regulatory requirements, improve efficiency, and provide strong governance and accountability. An integral component of

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ensuring reliable service is creating an effective approach to managing existing and future municipal infrastructure assets. Effective asset management aims to manage assets in a way that balances levels of service, risk, and cost effectiveness throughout the entire asset lifecycle. Ultimately, adopting effective and comprehensive asset management strategies across the organization will support the long-term sustainability and efficiency while maintaining levels of service.

Over the past 18 months, staff has been working on developing an asset management framework that will enable service areas across the organization to develop or enhance asset management plans. Staff has also been working to develop a Core Asset Plan for the City's roads, bridges, culverts, and stormwater management systems to meet the requirements of Ontario Regulation 588/17. The purpose of this report is to provide an overview of the project and update Council on the status and next steps. The City's consultant, GM BluePlan Engineering will join staff in presenting this information to Council.

Recommendation:

This report is for information only.

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Authorizing Signatures:

ORIGINAL SIGNED BY COMMISSIONER

**Sheila Kidd, Commissioner,
Transportation & Public Works**

ORIGINAL SIGNED BY CHIEF
ADMINISTRATIVE OFFICER

**Lanie Hurdle, Chief
Administrative Officer**

Consultation with the following Members of the Corporate Management Team:

Paige Agnew, Commissioner, Community Services	Not required
Peter Huigenbos, Commissioner, Business, Environment & Projects	Not required
Brad Joyce, Commissioner, Corporate Services	
Jim Keech, President & CEO, Utilities Kingston	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	

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Options/Discussion:

In April 2019, Council adopted the City of Kingston Asset Management Policy (Report Number 19-091). This was the first step in a series of actions required under Ontario Regulation 588/17, "Asset Management Planning for Municipal Infrastructure" (O.Reg. 588/17).

Under this regulation, the Province has mandated phased requirements to ensure that municipalities develop Asset Management Plans. Following the adoption of an Asset Management Policy, the next milestone required is the development and approval of an Asset Management Plan for Core Assets. This date was originally set for July 1, 2021, however the Province recently announced they are extending each of the key dates by one year. The new milestones and dates are as follows:

- Preparation of an Asset Management Plan that captures the current level of service for Core Assets* by July 1, 2022.
- Preparation of an Asset Management Plan that captures the current level of service for all other assets by July 1, 2024.
- Preparation of an Asset Management Plan that identifies the proposed levels of service for all assets by July 1, 2025, including consultation with the public.
- An Asset Management Policy Update – July 1, 2025.

*Core Assets as defined by the regulation are roads, bridges and culverts, stormwater management systems (i.e. pipes, ponds, etc.) and water and wastewater. Utilities Kingston are responsible for the water and wastewater Asset Management documents and plans.

In Q4 2019, staff issued a Request for Proposal (RFP) F31-TPW-CAMF-2019-25 - Asset Management Framework and Core Asset Management Plan to engage the services of a professional consultant to assist the City with:

- The development of a Corporate Asset Management Framework that can be used by all municipal service areas and;
- The development of a Core Services Asset Management Plan specific to roads, bridges/culverts, and stormwater systems.

The contract was awarded to GM BluePlan Engineering in 2019. Although Covid19 caused delays to the workplan, the project has continued to progress and despite the Province's recent announcement to extend the timelines, it is staff's intention to complete the work and present the Core Asset Plan to Council in 2021.

The City of Kingston's commitment to develop asset management plans goes well beyond meeting the provincial regulatory requirements and treating as a one-off project. Staff recognizes the value and benefits of an integrated, holistic approach to asset management planning. The project objectives include:

- Ensure that the City is well-positioned for current and future grant programs by meeting the requirements of O. Reg 588/17.

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- Enhance service delivery to our customers by developing a framework for corporate infrastructure planning and asset lifecycle management for all departments to adopt that reduces risk exposure.
- Raise awareness of Asset Management as a business model, its purpose and how it can enhance decision making and assist with meeting strategic objectives.
- Meet provincial regulatory requirements for Asset Management planning.
- Enhance interdepartmental communication and collaboration on projects that involve asset management
- Create a consistent management process and protocol for all Corporate Assets
- Support and foster the development of improved asset management practices that clarify and justify funding requirements
- Support the prioritization of capital plans and capital funding resources
- Demonstrate long-term asset stewardship and sustainability

The purpose of this report is to provide an overview of the project benefits and inform Council of the progress to date. The City's consultant, GM BluePlan Engineering, will join staff in presenting this information to Council.

It is anticipated the Core Asset Plan will be presented to Council in Q4 2021.

Existing Policy/By-law:

None

Notice Provisions:

None

Accessibility Considerations:

None

Financial Considerations:

None

Contacts:

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Other City of Kingston Staff Consulted:

Lana Foulds, Director, Financial Services

Jeff Bumstead, Chief Information Officer

Luke Follwell, Director, Engineering Services

Exhibits Attached:

None