

Report to Corporate Services Committee

To: Chair and Members
Corporate Services Committee

From: Anna Lisa Barbon, Deputy City Manager, Finance Supports

Subject: Agency, Board, and Commission Asset Management Maturity Assessment Review

Date: May 31, 2021

Recommendation

That on the recommendation of the Deputy City Manager, Finance Supports, this report with respect to Agency, Board, and Commission Asset Management Maturity Assessment review **BE RECEIVED** for information.

Executive Summary

O.Reg. 588/17 requires the City to expand the Corporate Asset Management Plan scope beyond its current directly owned City assets and include all owned municipal infrastructure assets (i.e., all asset included in the City's consolidated financial statement) by July 1st, 2024. This report outlines the asset management maturity of Agencies, Boards, and Commissions that are required to be incorporated in the City's Corporate Asset Management Plan. Approximately three additional Full time Equivalent FTEs are required to ensure compliance with O.Reg. 588/17 requirements for Agencies, Boards, and Commissions. Funding for these resources will be pursued through a future budget process and/or assessment growth funding request.

Linkage to the Corporate Strategic Plan

Council's 2019-2023 Strategic Plan for the City of London identifies 'Building a Sustainable City' and 'Leading in Public Service' as strategic areas of focus. The Agency, Board, and Commission Asset Management Maturity Assessment supports these strategic areas of focus of all City infrastructure via the strategic priority "London's infrastructure is built, maintained, and operated to meet the long-term needs of our community" which include 'Maintain or increase levels of service', 'Manage the infrastructure gap for all assets', and 'Increase access to information to support community decision making' as strategic priorities. Respectively these strategies are ensuring the decisions for City's finances are transparent, comprehensive across all infrastructure owned by the City, and are well planned to keep costs as low as possible with the intention to limit the burden on current and future rate payers.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- September 8, 2020 Report to Corporate Services Committee – Corporate Asset Management Plan 2020 Review
- August 26, 2019 Report to Strategic Priorities and Policy Committee - 2019 Corporate Asset Management Plan
- April 8, 2019, Report to Strategic Priorities and Policy Committee – Corporate Asset Management Policy

1.2 Ontario Regulation 588/17

Ontario Regulation 588/17 – Asset Management Planning for Municipal Infrastructure, under the *Infrastructure for Jobs and Prosperity Act, 2015* (O.Reg. 588/17), came into

force on January 1, 2018. It sets out requirements and deadlines for municipal asset management plans and policies. The regulation helps to improve the way municipalities plan for their infrastructure. It builds on the progress municipalities have made while bringing consistency and standardization to asset management plans to help spread best practices throughout the sector and enable the collection of comparable data.

As of March 15, 2021, the Ministry of Infrastructure has amended O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure to extend the timelines under the regulation by one year. The regulation now outlines the following timelines:

- July 1, 2022: an asset management plan in respect of the core municipal infrastructure assets
- July 1, 2024: an asset management plan in respect of all other assets
- July 1, 2025: an asset management plan with proposed level of services

The City of London prepared its Corporate Asset Management Plan (CAM Plan) in 2019 meeting Phase 1 of the Regulation for directly owned City asset well ahead of O.Reg. 588/17 timelines. O.Reg. 588/17 requires the City to expand CAM Plan scope beyond its current directly-owned City assets and include all owned municipal infrastructure assets (i.e. all asset included in the City's consolidated financial statement) by July 1st, 2024. This expansion was formalized in the City's 2019 CAM Plan Recommendation #5 'Explore opportunities to incorporate the corporate asset management practices to the Boards & Agencies [and Commissions] of the City as appropriate'.

2.0 Discussion and Considerations

2.1 Asset Management Maturity Assessment Overview

Beginning early 2020, the Corporate Asset Management (CAM) office launched an Asset Management Maturity Assessment initiative for Agencies, Boards, and Commissions ("ABCs") that are listed on the City's consolidated financial statements, and thus are in scope of the CAM Plan. The assessment helped the ABCs identify their asset management needs to develop an Asset Management Plan that is compliant with the O.Reg. 588/17 requirement by the July 1, 2024 deadline. Additionally, Civic Administration will continue to ensure proper coordination with ABCs to align their asset management planning with the City's Corporate Asset Management Plan.

The Maturity Assessment tool incorporates eight (8) knowledge areas that cover all pertinent asset management elements and was used to assess the asset management capabilities and competencies of each of the ABC entities as shown in Table 1. A five (5) point rating system is used to rate all ABCs progress, as seen in Table 2. This scale shows how well each Asset Management knowledge area is being implemented, where level one represents innocence of the knowledge area amongst staff, and level five represents best-in-class implementation. Each entity was asked to rate their current practices for asset management in each area against a prescribed rating scale, answering standardized questions, and then asked to set target scores that could reasonably be achieved in two time periods; short term (2023 to 2024 meeting O.Reg. 588/17 requirements), and long term (2024 and beyond). A summary Report Card (Listed in Appendix A) per ABC, includes each ABC Overview, Maturity Level, Areas of Improvement & Recommendations, Staffing Recommendations, and Priority Initiatives.

Table 1: Asset Management Maturity Knowledge Area

Knowledge Area	Description
Asset Inventory/Knowledge	Entity level of understanding of their owned assets and the available information and knowledge related to assets registries, databases, specifications, condition, valuation, processes of acquisition/disposal, and historical records.
Level of Service	Entity level of maturity to the level of service they provide to their customers; and whether the services are well defined and documented, customer and technical metrics are developed and mapped, benchmarks and targets are set and are consistent with the Entity's strategic goals and aims, has been approved by Senior Management, and regularly monitored and reviewed.
Asset Management Strategies and Decision Making	Entity level of advancement of their asset management strategies and decision-making processes. The availability of the required information for making decisions throughout the lifecycle of their assets considering non-infrastructure solutions, replacements, renewals, maintenance, growth, service improvements, and disposal, and whether these strategies are aligned with the corporate strategic plans and regularly monitored and reviewed.
Risk	Entity level of consideration and implementation to the risk management in the management of their assets throughout its lifecycle, and whether the entity has a well documented full risk framework using a range of risk assessment methods and models for each asset type.
Financial Management	The entity financial management maturity level regarding their long-term capital and operating financing strategies and planning, understanding of their sources of funding, ability to identify the infrastructure backlog and gap, and the availability of strategies to address any infrastructure gap.
Systems and Technology	The entity level of utilization of systems and technology in their asset management processes, and if they have advanced from manual and extensive use of paperwork to using asset management systems to a full integrated technology solution using modern techniques that are under regular review
People	The entity staff level of maturity regarding the asset management skills and competencies and if the entity management is clear on long-term organization structures, and asset management staff roles, responsibilities, and competencies.
Monitoring and Reporting	The entity level of advancement in monitoring their performance and frequently communicating and reporting it to internal or external parties.

Short-term Target

The regulations require all municipalities to prepare a detailed asset management plan in a prescribed way. The objective of the Corporate Asset Management Section is setting the short-term target to fulfil the regulation requirements before July 1st, 2024, and 2025 due dates. The City is planning to comprehensively update its Corporate Asset Management Plan in 2022-2023 for directly owned assets.

Long-term Target

The objective of setting the long-term target is to apply asset management best practices, depending on the type of assets owned, by each of the ABCs to foster optimized decision-making across the corporation. Based on the type of assets owned by each ABC, the long-term target may vary and is reflected in the respective ABC Report Card.

2.2 Asset Management Maturity Assessment Framework

The Asset Management Maturity Assessment Framework and questions were developed based upon best practices from the International Infrastructure Management Manual and requirements from O.Reg. 588/17. A series of workshops were held with each of the ABC entities. The workshops usually took two 1/2-day sessions with the Subject Matters Experts of each of the ABCs. Reports were prepared for each ABC by ranking their AM Maturity and assessing their needs to comply with the O.Reg. requirements (and long-term targets), as seen in Figure 1. The Asset Management Maturity tool provides a quantitative evaluation of the City's AM practices in the eight Knowledge Area. A list of standardized questions was used to reflect the different aspects within these Asset Management knowledge areas. These knowledge areas form the elements of the City of London's Asset Management Program. This model provides a systematic process to help assess, plan, deliver, and review asset management practices of each ABC. The goal is to develop competencies associated with these criteria which will enable effective monitoring and decision-making through consistent management of asset levels of risk and service delivery.

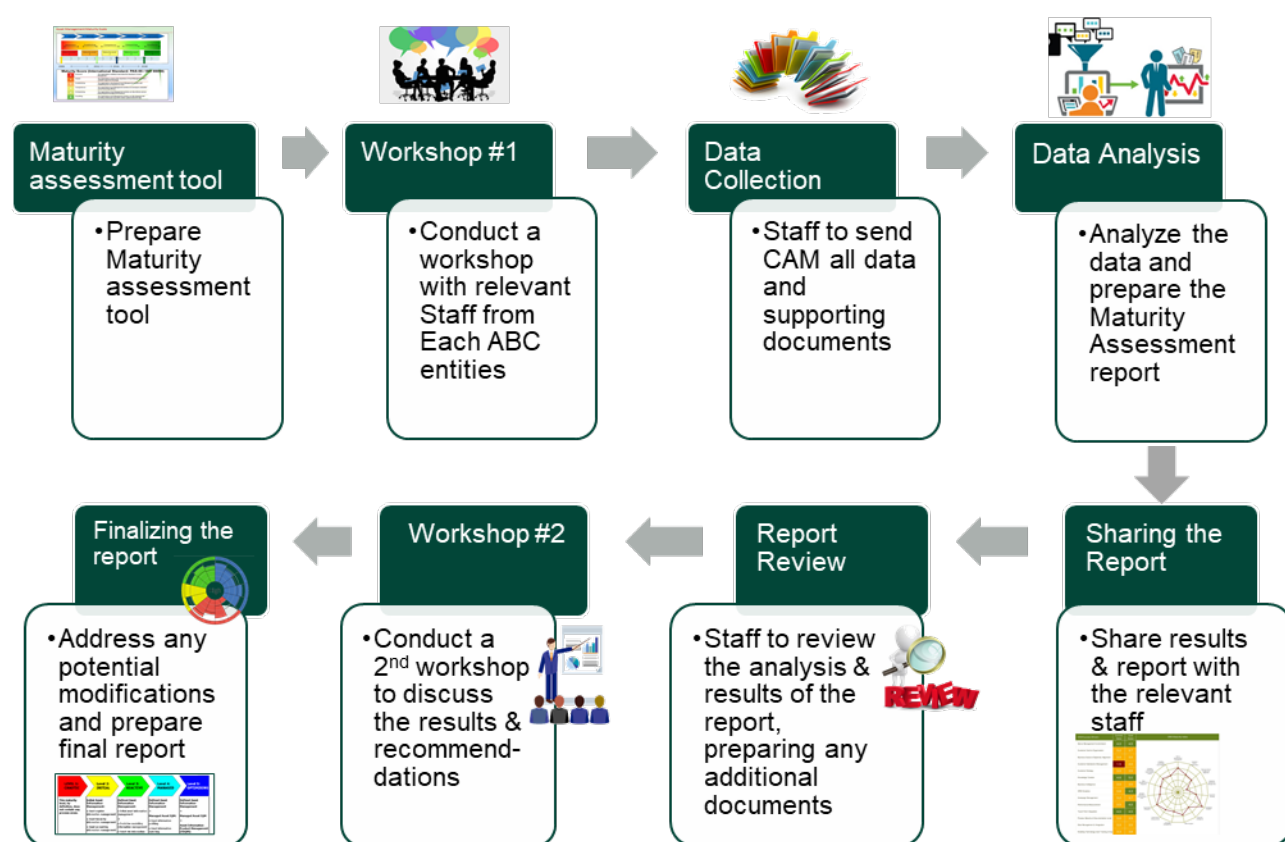


Figure 1: Asset Management Maturity Assessment Framework

2.3 Asset Management Maturity Assessment Results

Overall, all entities demonstrated a culture of dedication to customer service and doing more with less. In general, staff were enthusiastic to embrace the various asset management concepts and practices, recognized obvious opportunity gaps in how they are currently managing assets, and saw potential value to the City in adopting leading asset management practices and concepts.

With respect to asset management concepts, most Entities demonstrated a maturity level between two (2) (awareness) and three (3) (development). The workshop discussions identified several opportunity gaps across each entity and evaluated how quickly the City wanted to address these gaps.

Table 2: AM Maturity Assessment Index

Innocence	Awareness	Development	Competence	Excellence
1	2	3	4	5

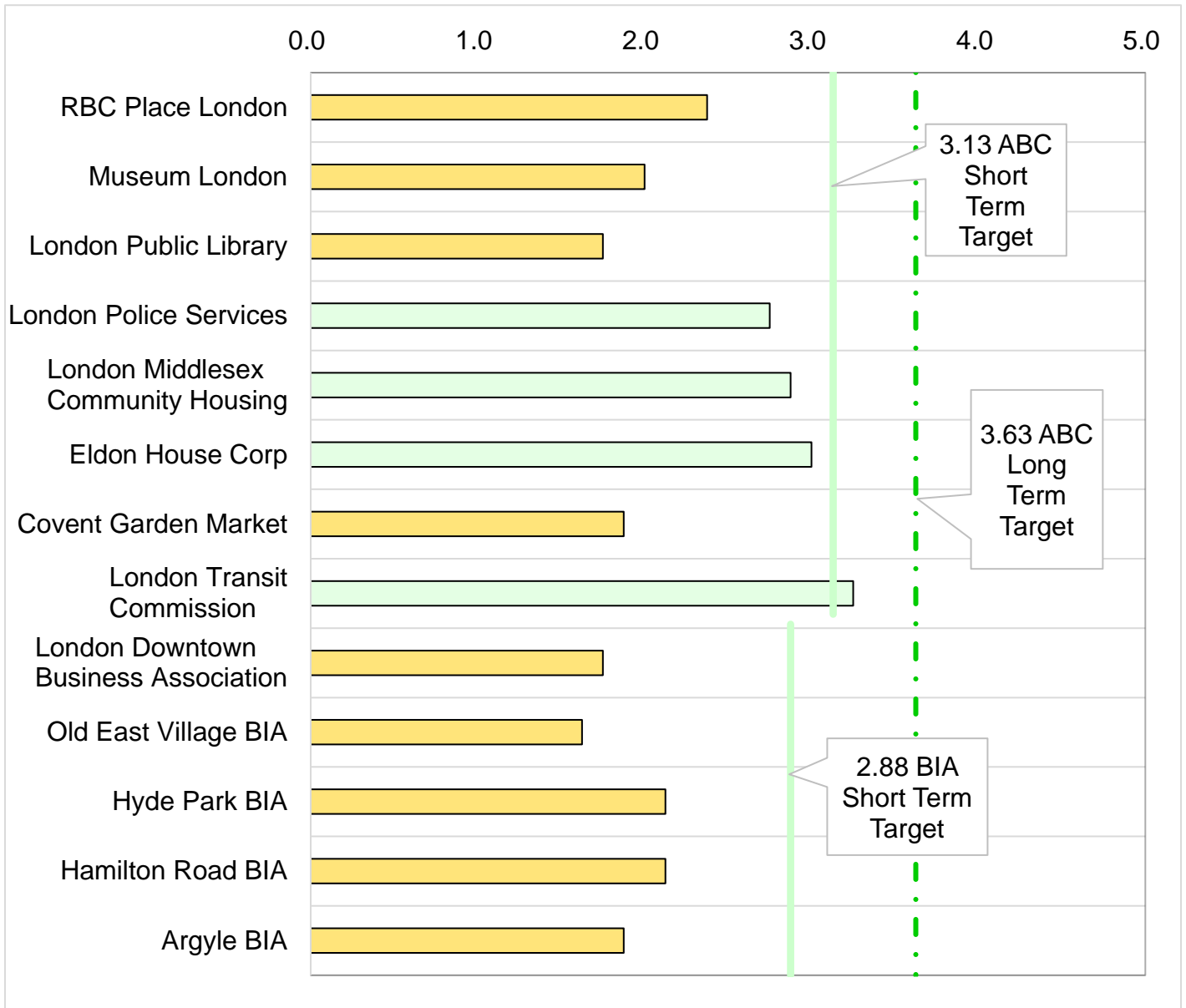


Figure 2 Asset Management Maturity Results

Figure 2 summarizes the asset management maturity results by providing an overall score for each Agencies, Boards, and Commissions and Business Improvement Area (BIA). The overall scores are compared to the short term and long-term targets of ABCs (excluding Business Improvement Associations) and for BIAs.

BIAs generally have relatively few assets and thus can meet O. Reg. 588/17 standards with relatively less effort when compared to other Agencies, Boards, and Commissions. In addition, they generally do not have to meet higher standards such as considering asset management software given their relatively few and less complex assets. Thus, their short-term minimum asset management maturity target score is lesser when compared to ABCs minimum short-term scoring target.

The long-term targets of ABCs and BIAs are identical, but the targets must reflect the complexity of an entity. For example, an ABC is recommended to intertwine asset management best practices into any human resource plan they create in the long term, but a BIA may not require such complex documents. However, a BIA can still integrate asset management descriptions into job roles and responsibilities.

In general, the ABCs and BIAs have recurring recommendations when they are preparing their O.Reg. 588/17 compliant asset management plans, such as:

- Completing and regularly documenting and updating asset management data, such as replacement value, assets condition, expected useful life, etc. with reporting templates to be facilitated by Corporate Asset Management section; this will enable making decisions based on improved and updated information.
- ABCs generally require Building Condition Assessments in the facilities they operate.
- Quantifying current and proposed levels of service, identifying their financial impacts.
- Identify asset related risks; analyzing the risk associated with achieving or not being able to achieve the proposed levels of service.
- Identify and quantify any potential infrastructure gap and develop strategies to address them if exist.
- Asset management roles and responsibilities can be more clearly embedded in human resources practices. Appendix “A”, attached, Summary Report Cards highlights various areas of improvement for each ABC entity.

3.0 Financial Impact/Considerations

3.1 Additional Resources Requirements

Existing staffing resources are presently over-stretched, with no capacity available to undertake additional analysis/responsibilities. This was a common comment from participants during all the outreach activities. This resource concern is important as it will reflect on the implementation needs. It is very important that Council continues their support of the Asset Management initiative. There will be significant time and effort, regardless of ABC entity size, to ensure each entity is O.Reg. 588/17 compliant, and the subsequent annual updates required by O.Reg. 588/17 and ensuring asset management best practices are implemented. Ontario requires any municipality seeking provincial capital funding to prepare a detailed asset management plan in compliance with O. Reg 588/17, providing sufficient resource to enable compliance with regulation will mitigate the risk of not being eligible for other level of government funding.

Civic administration assessed the additional resources required based upon the AM maturity and size of each ABC. Civic administration requires approximate additional three (3) Full time equivalent (FTEs) to ensure O.Reg. 588/17 implementation and continued compliance. Funding for these resources will be pursued through a future budget process and/or assessment growth funding request. Full business cases with supporting analysis will be presented at that time.

4.0 Key Issues and Considerations

Based on the results of the maturity assessment, the CAM office recommended either advisory or leading roles approaches to help each of the ABCs in creating their Asset Management Plan, as seen in Figure 3.

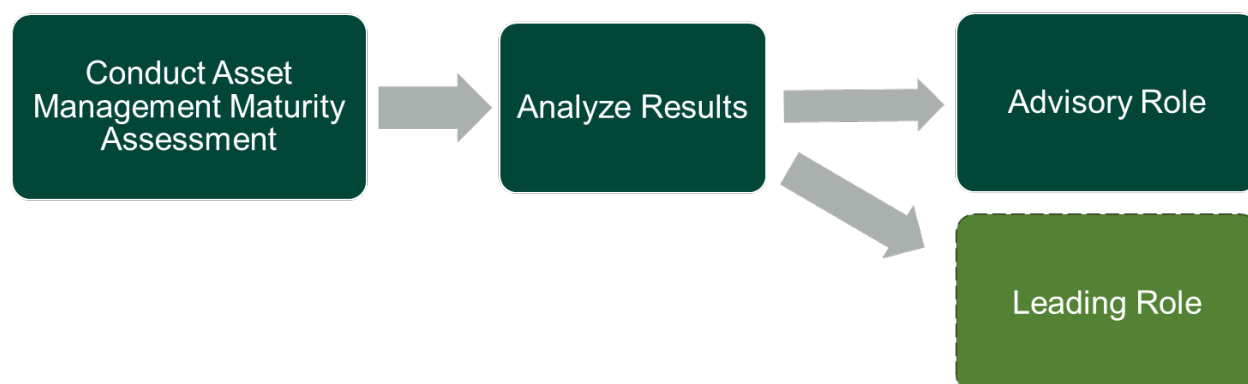


Figure 3 : AM Assessment procedures and next steps

There is no formal approach to AM governance across the Agencies, Boards, and Commissions, a formal governance structure can help the City exercise sustainable asset

management practices. There is an opportunity to incorporate asset management roles and responsibilities in all job descriptions across each entity. CAM office is recommending expanding its program to integrate the thirteen (13) Agencies, Boards, and Commissions, of which, there have been only two (2) asset management plans ever completed (London Transit Commission in 2015 and London Middlesex Housing Corporation in 2020). Having the CAM office playing an active role in the development of each entity Asset Management Plan will enable the City to focus skills development plans aimed at developing core Asset Management competencies. CAM providing either of the two recommended approaches is vital/essential to ensure consistency of Asset Management practices across the organization, adopting best Asset Management practices and ensure compliance with the O.Reg. 588/17 within the required due dates. Additionally, it aligns with the province direction to share Asset Management resources between various entities when possible. CAM is to provide an advisory role for all ABC entities, except Library, Museum, and Police, where CAM will provide a leading role. The additional required FTEs will enable development and implementation of Asset Management program for all ABCs and ensure compliance with the new Asset Management regulation.

Conclusion

The City of London's Corporate Asset Management Program needs to expand its scope to include Agencies, Boards, and Commissions, as listed on the City's consolidated financial statements, to fully implement O.Reg. 588/17. The first step to integrate ABCs into the CAM Program has been completed by conducting an asset management maturity assessment. Results reveal there are areas of strength, but additional resources will be required to integrate these entities with the City's next CAM Plan update, as well as continue with ongoing asset management best practices. It is important that progress continues to be made and flexibility exercised as the City progresses towards implementing CAM practices to agencies, boards, and commissions, while using effective standardized asset management practices applying 'state of the art' technologies. This will result in Council having enhanced information on which to base strong and effective decisions.

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Attached - Appendix "A" Agency, Board, and Commission Report Cards

CC:

Senior Leadership Team

Tim Wellhauser - Division Manager, Facilities

Kyle Murray - Director, Financial Planning & Business Support

Appendix "A" - Agency, Board,
and Commission Report Cards



OVERVIEW

RBC Place’s mission is to be the venue of choice in Southwestern Ontario for knowledge transfer and social engagements. Its assets include building and pedestrian bridge to adjacent hotels, vehicles (forklifts and scissorlifts), Information Technology (Hardware & software), Equipment (specialized kitchen equipment, and trade show staging assets).



MATURITY LEVEL

RBC Place scored an “Awareness” rating with an overall score of 2.38 out of 5. RBC Place has met certain asset management maturity requirements to meet O. Reg 588/17. RBC Place met the regulation target for asset inventory and risk knowledge areas. The analysis shows that, in 3 out of 8 areas, RBC Place has scored a ‘Development’ level.



Innocence	Awareness	Development	Competence	Excellence
1	2	3	4	5

Category	Current Score	Short-term Target	Long-term Target
1 Asset Inventory/ Knowledge	Development		
2 Level of Service	Development		
3 AM Strategies & Decision Making	Awareness		
4 Risk	Awareness		
5 Financial Management	Development		
6 Systems and Technology	Awareness		
7 People	Awareness		
8 Monitoring and Reporting	Awareness		

AREAS OF IMPROVEMENT & RECOMMENDATIONS

Some updates are required, such as documenting replacement values, asset condition, and key asset-related level of service metrics. These tasks will be accomplished through developing an O. Reg-compliant asset management plan. Expanding on asset management roles & responsibilities through enhancing RBC Place’s job descriptions in relevant positions. Preparing a risk registry and integrating RBC Place London’s facility information with the City’s facility asset management software tools is recommended.

STAFFING

Corporate Asset Management is expected to provide an advisory role in preparation of RBC Place asset management Plan (such as providing reporting templates and ensure RBC Place is aware of O. Reg 588/17 requirements).

PRIORITY INITIATIVES

Additional external consultancy will likely be required to have a complete building replacement value, including pedestrian bridge, and to integrate facility information with the City’s facility asset management software tools.

Museum London (“ML”)

OVERVIEW

ML is SW Ontario's leading establishment for the collection and presentation of visual art and material culture. ML’s assets include the museum building, collections, equipment, and furniture to promote the knowledge and enjoyment of regional art, culture and history.



MATURITY LEVEL

ML has some advanced Asset Management (AM) practices; however, ML has not met the required level for the short-term goals in 5 areas, indicating areas for improvement in the short-term to meet the O.Reg. requirements, and in the long-term for AM best practices. ML scored an “Awareness” rating with an overall score of 2.00 out of 5. Asset management activities are required to be developed, documented, and approved by the senior management and the board in order to be compliant with O.Reg. 588/17.



Innocence	Awareness	Development	Competence	Excellence
1	2	3	4	5

Category	Current Score	Short-term Target	Long-term Target
1 Asset Inventory/ Knowledge	Awareness	Development	Competence
2 Level of Service (LOS)	Awareness	Competence	Excellence
3 AM Strategies & Decision Making	Development	Competence	Excellence
4 Risk	Awareness	Competence	Excellence
5 Financial Management	Awareness	Competence	Excellence
6 Systems and Technology	Development	Competence	Excellence
7 People	Innocence	Development	Competence
8 Monitoring and Reporting	Innocence	Development	Competence

AREAS OF IMPROVEMENT & RECOMMENDATIONS

ML is required to complete and keep updating their asset inventory. ML has some strict technical measures but needs to formally review the variety of level of service metrics available and integrate them in an O. Reg compliant Asset Management Plan. This includes identifying the cost of proposed level of service. ML is required to develop methods of formally identifying and quantifying the needs for each asset type.

STAFFING

Recommendation is for Corporate Asset Management to provide a leading role in the preparation of ML’s asset management plan, providing staff support, knowledge, analysis tools, utilization of asset management planning software, and reporting ensuring O. Reg 588/17 requirements are fulfilled.

PRIORITY INITIATIVES

Preparing a building condition assessment (includes replacement value of the building and its systems and expected lifecycle costs for a minimum of 10 years) and maintain the lifecycle needs in a database.



OVERVIEW

LPL’s assets include facilities, IT equipment, furniture, and collections.

MATURITY LEVEL

Generally, LPL has not met the Asset Management (AM) maturity requirements to meet O. Reg 588/17 and scored “Awareness” rating with an overall score of 1.75 out of 5. The analysis shows that, in 6 out of 8 areas, LPL has scored an ‘Awareness’ level showing some areas of strength.



Innocence	Awareness	Development	Competence	Excellence
1	2	3	4	5

Category	Current Score	Short-term Target	Long-term Target
1 Asset Inventory/ Knowledge	2	3	4
2 Level of Service	2	3	4
3 AM Strategies & Decision Making	2	3	4
4 Risk	2	3	4
5 Financial Management	2	3	4
6 Systems and Technology	2	3	4
7 People	2	3	4
8 Monitoring and Reporting	2	3	4

AREAS OF IMPROVEMENT & RECOMMENDATIONS

Improving their knowledge and information about their owned assets to better make AM related decisions in the short and long terms; recording and tracking them in an AM system. LPL is required to develop a level of service and risk management frameworks and integrate them in a comprehensive Asset Management Plan. LPL is also required to define, quantify, and document any possible infrastructure gap and develop strategies to address it in the future.

STAFFING

Recommendation is for Corporate Asset Management to provide a leading role in the preparation of LPL’s asset management plan. This includes developing their asset registry, documenting, managing, and reporting for asset classes across the portfolio; utilizing asset management system for decision making; and providing asset management training and workshops with LPL staff in order to ensure O. Reg 588/17 requirements are fulfilled).

PRIORITY INITIATIVES

Preparing a building condition assessment to update facilities replacement values and expected lifecycle costs for a minimum of 10 years and integrating the lifecycle needs and repairs history in a database.



Asset Management Maturity Assessment London Police Service (“LPS”)



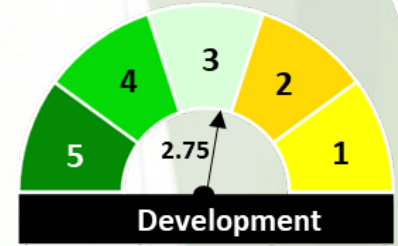
OVERVIEW

LPS’ mission is to ensure the safety and well-being of London’s communities. LPS asset portfolio includes buildings/facilities, IT equipment, vehicles, and specialized equipment.



MATURITY LEVEL

LPS has achieved several asset management maturity requirements to meet O. Reg 588/17 and scored a “Development” rating with an overall score of 2.75 out of 5. The analysis also shows that LPS could improve their current practices in three areas of the Asset management Processes to meet the O.Reg 588/17 in the short-term and implement the Asset Management best practices in the long-term.



Innocence	Awareness	Development	Competence	Excellence
1	2	3	4	5

Category	Current Score	Short-term Target	Long-term Target
1 Asset Inventory/ Knowledge	Development		
2 Level of Service	Development		
3 AM Strategies & Decision Making	Development		
4 Risk	Awareness		
5 Financial Management	Competence		
6 Systems and Technology	Development		
7 People	Awareness		
8 Monitoring and Reporting	Awareness		

AREAS OF IMPROVEMENT & RECOMMENDATIONS

Some updates are required, such as formalizing asset registry and documenting across various asset classes across the LPS portfolio. These tasks will be accomplished through developing an O. Reg-compliant asset management plan. Expanding on asset management roles & responsibilities through enhancing LPS’ job descriptions in relevant positions

STAFFING

Recommendation is for Corporate Asset Management to provide a leading role in the preparation of LPS’s asset management plan. This includes developing their asset registry, documenting, managing, and reporting for asset classes across the portfolio; utilizing asset management system for decision making; and providing asset management training and workshops with LPS staff in order to ensure O. Reg 588/17 requirements are fulfilled.

PRIORITY INITIATIVES

Additional external consultancy as required to have a complete building condition assessment to inform the asset management plan.

London & Middlesex Community Housing (“LMCH”)

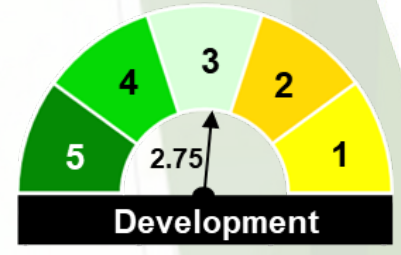
OVERVIEW

LMCH’s assets are categorized into two groups: “core assets”, which comprise all real property (i.e., buildings and sites), and “other assets” which are comprised of all remaining Tangible Capital Assets and include appliances, vehicles, and furniture.



MATURITY LEVEL

LMCH has achieved asset management maturity requirements to meet O. Reg 588/17 and scored a “Development” rating with an overall score of 2.75 out of 5. LMCH has also completed an asset management plan in 2020 (prior to O.Reg. phase 2 requirements).



Innocence	Awareness	Development	Competence	Excellence
1	2	3	4	5

Category	Current Score	Short-term Target	Long-term Target
1 Asset Inventory/ Knowledge	Development		
2 Level of Service	Development		
3 AM Strategies & Decision Making	Development		
4 Risk	Development		
5 Financial Management	Development		
6 Systems and Technology	Development		
7 People	Awareness		
8 Monitoring and Reporting	Development		

AREAS OF IMPROVEMENT & RECOMMENDATIONS

Continually updating asset databases to make decisions based on improved data for LMCH’s asset portfolio. Decisions on lifecycle activities need to be based on documented procedures for ranking projects based on the short-term cost and performance, planning to extend the risk in the decision making in the long term. Quantify the financial impact for Level of Service (LOS) metrics and establish costs for current and proposed LOS. Identify and analyze the risk associated with achieving or not being able to achieve the proposed LOS.

STAFFING

Corporate Asset Management is expected to provide an advisory role in the preparation of LMCH’s Phase 2 asset management plan (such as providing reporting templates and ensuring O. Reg 588/17 requirements are fulfilled). Additionally, LMCH need a Full time equivalent (FTE) to manage the Asset Management program .

PRIORITY INITIATIVES

LMCH has secured an external consultant to complete Building Condition Assessment and conduct long-term capital planning for all facilities they own on a regularly bases using an external consultant.

OVERVIEW

Eldon House is a municipal museum and historic site. Its assets include Collections (meaning historic artifacts) and assets required to operate Eldon House effectively (such as website, security cameras, furniture, signage). Eldon House itself is a directly owned City asset.



MATURITY LEVEL

Generally, Eldon House has met asset management maturity requirements to meet O. Reg 588/17 and scored a “Development” rating with an overall score of 3.0 out of 5. Eldon House’s detailed Collections database and preventative conservation program, and detailed risk management plan results in rankings above target scoring in three categories.



Innocence	Awareness	Development	Competence	Excellence
1	2	3	4	5

Category	Current Score	Short-term Target	Long-term Target
1 Asset Inventory/ Knowledge	3	3	3
2 Level of Service	3	3	3
3 AM Strategies & Decision Making	3	3	3
4 Risk	2	3	3
5 Financial Management	3	3	3
6 Systems and Technology	3	3	3
7 People	2	3	3
8 Monitoring and Reporting	2	3	3

AREAS OF IMPROVEMENT & RECOMMENDATIONS

Expanding on asset management roles & responsibilities through enhancing Eldon House’s job descriptions. A few formal documentation updates are required, such as documenting replacement values and key asset-related level of service metrics. These tasks will be accomplished through developing an O. Reg-compliant asset management plan.

STAFFING

Corporate Asset Management division is expected to provide an advisory role in preparation of Eldon House’s asset management plan (such as providing reporting templates and ensure Eldon House is aware of O. Reg 588/17 requirements).

PRIORITY INITIATIVES

No additional external consultancy is expected to develop an O. Reg compliant AMP. EH staff may need to review their Collections data has appropriate attributes for O. Reg purposes.

OVERVIEW

CGM is an indoor market to shop and dine at located in the heart of the City of London providing facility space for businesses to provide their services and a stable location for festivals and activities that reflect the ethnic diversity of London. CGM’s assets include main market building, parking garage, and equipment.



MATURITY LEVEL

CGM scored an “Awareness” rating with an overall score of 1.88 out of 5. CGM has not achieved the required level to meet O. Reg 588/17, indicating areas for improvement in the short-term to meet the O.Reg. requirements, and in the long-term for AM best practices. CGM has some advanced asset management practices that require documentation.



Innocence	Awareness	Development	Competence	Excellence
1	2	3	4	5

Category	Current Score	Short-term Target	Long-term Target
1 Asset Inventory/ Knowledge	Innocence		
2 Level of Service (LOS)	Awareness		
3 AM Strategies & Decision Making	Development		
4 Risk	Innocence		
5 Financial Management	Development		
6 Systems and Technology	Innocence		
7 People	Awareness		
8 Monitoring and Reporting	Awareness		

AREAS OF IMPROVEMENT & RECOMMENDATIONS

CGM understands what infrastructure they own; however, a detailed inventory for AM purposes is required to be developed utilizing an AM system. CGM is required to create and track LOS metrics consistent with the variety of services they provide and identify the cost of achieving the proposed level of service. CGM is required to have a documented process for identifying the future requirements for the short and long-term capital planning. Decisions on lifecycle activities need to be based on documented procedures for prioritizing and ranking projects based on cost, performance, and risk.

STAFFING

Recommendation is for Corporate Asset Management to provide an advisory role in preparation of CGM’s asset management plan (such as providing reporting templates and ensuring O. Reg 588/17 requirements are fulfilled). CGM expressed desire to hire an Operations Manager that will support Asset Management program Implementation.

PRIORITY INITIATIVES

Conduct building condition assessment (including replacement value of the building and its systems and outline the expected lifecycle costs for the next 10-20 years).



London Transit Commission (“LTC”)

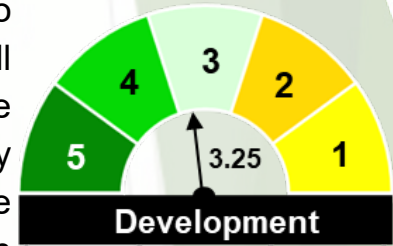
OVERVIEW

LTC’s assets include facilities, bus shelters, rolling stock, service vehicles, IT equipment, and specialized equipment to service their fleet, in order to provide transit services in the London geographic area.



MATURITY LEVEL

Generally, LTC has achieved asset management maturity requirements to meet O. Reg 588/17 and scored a “Development” rating with an overall score of 3.25 out of 5. They have attained the highest scoring possible with Level of Service (Excellence), given their extensive community involvement and town hall meetings to assess customer level of service expectations. LTC has also completed one asset management plan in 2016 (prior to O.Reg. requirements).



Innocence	Awareness	Development	Competence	Excellence
1	2	3	4	5

Category	Current Score	Short-term Target	Long-term Target
1 Asset Inventory/ Knowledge	Development		
2 Level of Service	Excellence		
3 AM Strategies & Decision Making	Awareness		
4 Risk	Awareness		
5 Financial Management	Competence		
6 Systems and Technology	Competence		
7 People	Development		
8 Monitoring and Reporting	Development		

AREAS OF IMPROVEMENT & RECOMMENDATIONS

A few formal documentation updates are required, such as documenting replacement values, key asset-related LOS metrics, and asset decision making strategies. These tasks will be accomplished through developing an O. Reg-compliant asset management plan. Expanding on asset management roles & responsibilities through LTC’s People Plan.

STAFFING

Corporate Asset Management division is expected to provide an advisory role in the preparation of LTC’s asset management plan (such as providing reporting templates and ensuring O. Reg 588/17 requirements are fulfilled).

PRIORITY INITIATIVES

Preparing a building condition assessment (that includes replacement value of facilities and their systems and expected lifecycle costs for a minimum of 10 years) and integrating the facility lifecycle needs and repair history in a database.

Asset Management Maturity Assessment

London Downtown Business Association (“LDBA”)

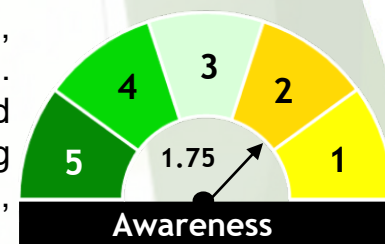


OVERVIEW

LDBA is a catalyst and connector for a shared community vision of London’s downtown. LDBA assets include furniture and computer equipment.

MATURITY LEVEL

LDBA scored an “Awareness” rating with an overall score of 1.75 out of 5. LDBA has not achieved the required level to meet O. Reg 588/17 , indicating areas for improvement in the short-term to meet the O.Reg. requirements, and in the long-term for AM best practices. LDBA (and BIAs in general), have relatively few assets and thus can meet O. Reg standards with relatively less effort when compared to other Agencies, Boards, and Commissions.



Innocence	Awareness	Development	Competence	Excellence
1	2	3	4	5

Category	Current Score	Short-term Target	Long-term Target
1 Asset Inventory/ Knowledge	Development		
2 Level of Service	Awareness		
3 AM Strategies & Decision Making	Innocence		
4 Risk	Innocence		
5 Financial Management	Awareness		
6 Systems and Technology	Awareness		
7 People	Innocence		
8 Monitoring and Reporting	Awareness		

AREAS OF IMPROVEMENT & RECOMMENDATIONS

A few formal documentation updates are required, such as documenting replacement values and key asset-related LOS metrics. These tasks will be accomplished through developing an O. Reg-compliant asset management plan. Expanding on asset management roles & responsibilities through enhancing LDBA job descriptions in relevant positions.

STAFFING

Recommendation is for Corporate Asset Management to provide an advisory role in preparation of LDBA asset management plan (such as providing reporting templates and ensure LDBA is aware of O. Reg 588/17 requirements).

PRIORITY INITIATIVES

Provide training to educate staff on the Asset Management knowledge areas and develop an O. Reg. compliant asset management plan.

Old East Village Business Improvement Association ("OEV BIA")

OVERVIEW

OEV BIA's mandate is to create a vibrant, diverse, and sustainable commercial corridor, at the heart of an inclusive community, where more people live, work, shop, play and produce. OEV BIA assets include Outdoor assets (street banners) and Indoor assets (office furniture, computers, and IT equipment).

MATURITY LEVEL

OEV BIA scored an "Awareness" rating with an overall score of 1.63 out of 5. OEV BIA has not achieved the required level to meet O. Reg 588/17, indicating areas for improvement in the short-term to meet the O.Reg. requirements, and in the long-term for AM best practices. OEV BIA (and BIAs) in general, have relatively few assets and thus can meet O. Reg standards with relatively less effort when compared to other Agencies, Boards, and Commissions.



Innocence	Awareness	Development	Competence	Excellence
1	2	3	4	5

Category	Current Score	Short-term Target	Long-term Target
1 Asset Inventory/ Knowledge	Awareness		
2 Level of Service	Innocence		
3 AM Strategies & Decision Making	Awareness		
4 Risk	Innocence		
5 Financial Management	Awareness		
6 Systems and Technology	Awareness		
7 People	Innocence		
8 Monitoring and Reporting	Awareness		

AREAS OF IMPROVEMENT & RECOMMENDATIONS

A few formal documentation updates are required, such as documenting replacement values, condition, key strategic risks, and key asset-related LOS metrics. These tasks will be accomplished through developing an O. Reg-compliant asset management plan. Expanding on asset management roles & responsibilities through enhancing OEV BIA job descriptions in relevant positions.

STAFFING

Recommendation is for Corporate Asset Management to provide an advisory role in preparation of OEV BIA asset management plan (such as providing reporting templates and ensure OEV BIA is aware of O. Reg 588/17 requirements).

PRIORITY INITIATIVES

Provide training to educate staff on the Asset Management knowledge areas and develop an O. Reg. compliant asset management plan.

Asset Management Maturity Assessment

Hyde Park Business Improvement Association ("Hyde Park BIA")



OVERVIEW

Hyde Park BIA serves as an economic and social anchor for the surrounding neighbourhood while helping to stabilize and add vitality to the local community. Hyde Park BIA assets include Outdoor assets (such as outdoor hangers) and Indoor assets (IT equipment and office furniture).

MATURITY LEVEL

Hyde Park BIA scored an "Awareness" rating with an overall score of 2.13 out of 5. Hyde Park BIA has not achieved the required level to meet O. Reg 588/17, indicating areas for improvement in the short-term to meet the O.Reg. requirements, and in the long-term for AM best practices. Hyde Park BIA (and BIAs) in general, have relatively few assets and thus can meet O. Reg standards with relatively less effort when compared to other Agencies, Boards, and Commissions.



Innocence	Awareness	Development	Competence	Excellence
1	2	3	4	5

Category	Current Score	Short-term Target	Long-term Target
1 Asset Inventory/ Knowledge	Development		
2 Level of Service	Awareness		
3 AM Strategies & Decision Making	Awareness		
4 Risk	Awareness		
5 Financial Management	Awareness		
6 Systems and Technology	Awareness		
7 People	Awareness		
8 Monitoring and Reporting	Awareness		

AREAS OF IMPROVEMENT & RECOMMENDATIONS

A few formal documentation updates are required, such as documenting replacement values and key asset-related LOS metrics. These tasks will be accomplished through developing an O. Reg-compliant asset management plan. Expanding on asset management roles & responsibilities through enhancing Hyde Park BIA job descriptions in relevant positions.

STAFFING

Recommendation is for Corporate Asset Management to provide an advisory role in preparation of Hyde Park BIA asset management plan (such as providing reporting templates and ensure Hyde Park BIA is aware of O. Reg 588/17 requirements).

PRIORITY INITIATIVES

Provide training to educate staff on the Asset Management knowledge areas and develop an O. Reg. compliant asset management plan.

Hamilton Road Business Improvement Area ("Hamilton Road BIA")

OVERVIEW

Hamilton Road BIA develops, advocates, promotes and invests in areas of Economic Development, Beautification and Marketing and Promotion of Hamilton road area. Hamilton Road BIA assets include computer equipment and carved Tree Trunks.



MATURITY LEVEL

Hamilton Road BIA scored an "Awareness" rating with an overall score of 2.13 out of 5. Hamilton Road BIA has not achieved the required level to meet O. Reg 588/17, indicating areas for improvement in the short-term to meet the O.Reg. requirements, and in the long-term for AM best practices. Hamilton Road BIA (and BIAs) in general, have relatively few assets and thus can meet O. Reg standards with relatively less effort when compared to other Agencies, Boards, and Commissions.



Innocence	Awareness	Development	Competence	Excellence
1	2	3	4	5

Category	Current Score	Short-term Target	Long-term Target
1 Asset Inventory/ Knowledge	Development		
2 Level of Service	Awareness		
3 AM Strategies & Decision Making	Awareness		
4 Risk	Awareness		
5 Financial Management	Awareness		
6 Systems and Technology	Awareness		
7 People	Awareness		
8 Monitoring and Reporting	Awareness		

AREAS OF IMPROVEMENT & RECOMMENDATIONS

A few formal documentation updates are required, such as documenting replacement values, condition, and key asset-related LOS metrics. These tasks will be accomplished through developing an O. Reg-compliant asset management plan. Expanding on asset management roles & responsibilities through enhancing Hamilton Road BIA job descriptions in relevant positions.

STAFFING

Recommendation is for Corporate Asset Management to provide an advisory role in preparation of Hamilton Road BIA asset management plan (such as providing reporting templates and ensure Hamilton Road BIA is aware of O. Reg 588/17 requirements).

PRIORITY INITIATIVES

Provide training to educate staff on the Asset Management knowledge areas and develop an O. Reg. compliant asset management plan.

Asset Management Maturity Assessment

Argyle Business Improvement Association (“Argyle BIA”)



OVERVIEW

Argyle BIA organizes, finances, and carries out physical improvements and promote economic development in their district. Argyle BIA assets includes Outdoor assets, such as hanging baskets and pole wraps, and Indoor assets, such as furniture and computer equipment



MATURITY LEVEL

Argyle BIA scored an “Awareness” rating with an overall score of 1.88 out of 5. Argyle BIA has not achieved the required level to meet O. Reg 588/17, indicating areas for improvement in the short-term to meet the O.Reg. requirements, and in the long-term for AM best practices. Argyle BIA (and BIAs in general), have relatively few assets and thus can meet O. Reg standards with relatively less effort when compared to other Agencies, Boards, and Commissions.



Innocence	Awareness	Development	Competence	Excellence
1	2	3	4	5

Category	Current Score	Short-term Target	Long-term Target
1 Asset Inventory/ Knowledge	Awareness		
2 Level of Service	Development		
3 AM Strategies & Decision Making	Awareness		
4 Risk	Innocence		
5 Financial Management	Awareness		
6 Systems and Technology	Awareness		
7 People	Innocence		
8 Monitoring and Reporting	Awareness		

AREAS OF IMPROVEMENT & RECOMMENDATIONS

Some updates are required, such as documenting replacement values, asset condition, and key asset-related level of service metrics. These tasks will be accomplished through developing an O. Reg-compliant asset management plan. Expanding on asset management roles & responsibilities through enhancing Argyle BIA’s job descriptions in relevant positions.

STAFFING

Recommendation is for Corporate Asset Management to provide an advisory role in preparation of Argyle BIA asset management plan (such as providing reporting templates and ensure Argyle BIA is aware of O. Reg 588/17 requirements).

PRIORITY INITIATIVES

Provide training to educate staff on the Asset Management knowledge areas and develop an O. Reg. compliant asset management plan.