



City of Hamilton Report for Information

To: Mayor and Members
General Issues Committee

Date: March 19, 2025

Report No: PW25011

Subject/Title: Corporate Asset Management Update

Ward(s) Affected: City Wide

Recommendations

That Report PW25011 respecting Corporate Asset Management Update **BE RECEIVED** for information.

Key Facts

The objective of Report PW25011 is to:

- Provide an annual Corporate Asset Management Program update to Council; and,
- In response to the request made during the General Issues Committee on June 19, 2024 (Report PW23073(b)), Staff have been tasked with reporting on two specific areas:
 - Embedding Equity within Asset Management – to provide an update on the status and outline the steps that remain on this; and
 - Public Education – to aim for the development of formal communication strategies to enhance public understanding of this complex topic.

Analysis

1. Corporate Asset Management Update

Regulatory Requirements

Further to the update presented to Council on June 14, 2023 (PW23044 Appendix “B”), an overview of the overall progress and development of the Corporate Asset Management Program is outlined below.

Corporate Asset Management Program Update, Ontario Regulation 588/17:

- Under the regulation, the upcoming requirement is to update all Asset Management Plans to include proposed levels of service including a financial strategy by July 1, 2025;
- The Corporate Asset Management Team is making significant progress and anticipates presenting the Proposed Levels of Service to Council in Q2 2025; and,
- The Corporate Asset Management Team developed a standardized approach to meeting this requirement which includes the following activities:
 - Identifying any proposed level of service changes that were formally proposed to Council;
 - Summary of assets;
 - Lifecycle management plans;
 - Financial indicators; and,
 - A 10-year infrastructure gap.

Program Development

The Asset Management Strategy document is currently under development and will serve as a high-level, long-term action plan for the implementation of the Asset Management Policy. This strategy will delineate the methodology by which organizational objectives are translated into asset management objectives and corresponding plans and includes the following elements:

- Governance [Complete]
- Communication [Complete]
- Levels of Service [Complete]
- Data Management [under development]
- Demand Management
- Risk Management
- Lifecycle Management
- Finance
- Integration.

Standard Operating Procedures

A key element in establishing a Corporate Asset Management Program is the development of Standard Operating Procedures, which are crucial for facilitating consistent asset management practices across the organization.

To ensure compliance with ISO 55000:2014 (Asset Management – Management Systems) and ISO 9001:2015 (Quality Management Systems), we have identified 17 Standard Operating Procedures. Currently, five Standard Operating Procedures have been approved and are now in effect, and a strategic plan is in place for the further development of the remaining 12.

Under the program governance, the Team continues to foster ongoing collaboration with all Asset Owners to address continuous improvement opportunities outlined in their initial Asset Management Plans.

2. Embedding Equity in Asset Management Planning

The objective of this initiative is to embed equity considerations into existing corporate processes related to asset management and infrastructure planning. The City of Hamilton aims to establish equity as a core principle in our infrastructure planning efforts for asset management, fostering trust among our community and stakeholders in our decision-making processes.

With support from the City of Hamilton's IDEA Team and Climate Justice, Corporate Asset Management Staff continue to work to align this initiative with evolving Corporate Standards. Furthermore, Corporate Asset Management Staff have conducted a jurisdictional scan to gather valuable insights from other municipalities.

Equity considerations differ across the City, and some service areas may have made more significant strides in addressing these issues than others. The Corporate Asset Management Team acknowledges that ongoing consultations between Service Areas and affected communities are crucial for advancing equity initiatives.

The action plan for this initiative consists of two phases as outlined below:

- Phase 1: Preliminary analysis on equity for asset categories under the Asset Management Program.
This includes:
 - Development of an Equity Matrix as attached to Report PW25011 Appendix “A”;
 - Engagement with Staff across the organization including completion of the Corporate Asset Management Equity Matrix exercise; and,
 - Summary of Findings from the Equity Matrix exercise as Attached to Report PW25011 Appendix “B”.

- Phase 2: Develop a data driven, place-based tool to integrate equity considerations into Asset Management decision making.

This includes:

- Identify and analyze the equity criteria to integrate infrastructure planning across various asset categories;
- Employ data-driven analysis to identify equity concerns;
- Explore the implementation of geographic equity-based considerations, enabling the integration of asset information with geospatial mapping; and,
- Target Implementation in 2026.

3. Public Education Related to Asset Management

Collaboration with the City's Communications and Strategic Initiatives Division has led to the creation of the Asset Management Education Plan.

The Plan is intended to raise awareness by:

- Educating stakeholders about the purpose and benefits of Asset Management Planning; and,
- Fostering transparency by providing clear, accessible information on the progress of Asset Management Planning and its decisions.

The target audiences are:

- Internal (City of Hamilton, City Council, Senior Leadership Team, and Staff); and,
- External (City of Hamilton residents and businesses).

Key messages will emphasize the importance of Asset Management Planning and related strategies for our stakeholders, highlighting their significance to the organization. The communication will also include information on long-term sustainability and financial planning.

The communication strategies outlined in this plan include the following:

- Development of a Question-and-Answer document to compliment social media efforts and be integrated into the Corporate Asset Management webpage;
- Creation of a social media series aimed at promoting and educating the public on the fundamentals of asset management;
- Tailored communication for Councillors, detailing educational initiatives, promotional efforts, the Question-and-Answer document, and information about the social media campaign;
- Councillor newsletters featuring key messages and relevant information regarding asset management to be included in future editions; and,

- Inclusion of informative content in the City of Hamilton E-Newsletter, which will be distributed to subscribers and will contain a link to the Corporate Asset Management webpage.

Progress made to date:

- Communication email to Council issued on February 18, 2025, as attached to Report PWXXX as Appendix “C”;
- Social Media posts launched on February 18, 2025;
- Social Media Reel ran on February 21, 2025; and,
- Drafted plan for Phase 2 Public Education.

Relationship to Council Strategic Priorities

Report PW25011 enforces alignment with the Council Strategic Priority to modernize City systems by continuing to build the Corporate Asset Management Program and implement asset management standards across the organization.

Previous Reports Submitted

- [Asset Management Plans \(PW23073\(b\)\) \(City Wide\), June 19, 2024](#)

Consultation

Andrea Vargas, Acting Director, Corporate Asset Management, Public Works

Dan Leake, Senior Program Analyst, Public Works

Amber Dewar, Senior Program Analyst, Public Works

Corporate Asset Management Steering Committee Members

Jessica Bowen, Manager, Equity, Diversity and Inclusion, Human Resources

Jaqueline Durlov, Senior Communications Officer, City Manager’s Office

Appendices and Schedules Attached

Appendix A: Corporate Asset Management Equity Matrix Template

Appendix B: Corporate Asset Management: Equity Matrix Initial Screening Tool Summary

Appendix C: Communication Update Email: Asset Management Education Campaign

Prepared by: Jasmine MacDonald, Sr. Project Manager
Public Works, Corporate Asset Management

Submitted and recommended by: Andrea Vargas, Acting Director
Public Works, Corporate Asset Management