



# 2024 Asset Management Plan

Clerks Services  
Non-Core Assets  
City of Brantford, Ontario



## RECORD SHEET

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# ASSET MANAGEMENT PLAN CLERKS SERVICES

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## CLERKS SERVICES INTRODUCTION

Per O. Reg. 588/17 all municipal infrastructure assets which fall outside of the core asset categories (water, wastewater and stormwater) and their respective subcategories, shall be non-core or “other” infrastructure assets. These assets shall have qualitative descriptions and technical metrics established by the municipality.

Table 1 below outlines which Asset Types are included under each Asset Class and will be reported on in this AMP. In addition, it is important to note that the AMP only includes assets owned by the City or Local Boards and does not include assets that are owned privately or by other organizations.

**Table 1: Asset Type Breakdown**

	Asset Class	
	Records & Printing Services	Elections
Asset Type:	Records	Elections Software
	Printing Services	Elections Supplies

# 1. RECORDS & PRINTING SERVICES

## 1.1. INTRODUCTION

The City of Brantford owns and maintains several assets under the Records & Printing Services asset class. The purpose of this section is to present specific information about the Records & Printing Services asset class to answer the questions posed in **Section 2** of the **Asset Management Plan (AMP) Overview Document**, and includes the following:

- Records & Printing Services Assets' Data Inventory and Condition Approach;
- Summary of Records & Printing Services Assets;
- Lifecycle Activities and Cost of Records & Printing Services Assets;
- Current Records & Printing Services Assets' Levels of Service;
- Current Records & Printing Services Assets' Performance; and
- Conclusion.

## 1.2. RECORDS & PRINTING SERVICES ASSETS' DATA INVENTORY AND CONDITION APPROACH

Information related to the City's data collection methodologies as well as data confidence level definitions are defined in the **Asset Management Plan Overview Document**.

The City of Brantford currently has two (2) different approaches to establishing the condition for Records & Printing Services assets due to available resources, technologies, and budget restrictions:

- Regular retention schedules reviewed yearly by City staff; and
- Estimated condition based on asset specific information, typically age.

A list of all condition assessments for all assets can be found in **Table 7** in the **Asset Management Plan Overview Document**.

The origin of the Records & Printing Services asset data for inventory, replacement cost, and condition, as well as data confidence in each are provided in **Table 2** below.



Table 2: Records & Printing Services Assets' Data Origin and Confidence Level

	Inventory			Replacement Cost			Condition		
Asset Type	Inventory (incl. Quantity and Age) From	Data Confidence Level	Data Confidence Description	Replacement Cost From	Data Confidence Level	Data Confidence Description	Condition From	Data Confidence Level	Data Confidence Description
<b>Records</b>	Internal City Records through Versatile	High	Formal inventory with few unknowns.	Staff Knowledge	Low	Informal estimate by staff.	Determined based on age.	Medium	Informal condition assessment based on assumptions from age of assets.
<b>Printing Services</b>	Tracked via City inventory	High	Formal inventory with few unknowns.	Formal City inventory	High	Formal inventory with few unknowns.	Determined based on age.	Medium	Informal condition assessment based on assumptions from age of assets.

Per **Table 2** above, Records & Printing Services assets' inventory and condition data are at a range of confidence levels with an overall average confidence level of Medium.

Inventory data related to Records and Printing Services' assets are at a High confidence level due to yearly inventories and reviews completed by City staff. However, early records, some of which date back to 1867, are not reviewed on a regular schedule and were placed into storage prior to the retention schedule adopted by the City. In 2023 Council approved a small budget for a project to review these early records assets and determine what the current condition of the early records are, where on the retention schedule they sit, if the records *can* be destroyed as per the retention by-law, and if the records *should* be destroyed given their actual or perceived historical value.

Condition data related for Records is at a Medium confidence level, as the condition of these assets are estimated based on age and service life assumptions by City staff.

Replacement costs are typically at a Low confidence level for Records assets, as it is hard to determine the cost associated with replacing older records that may be considered irreplaceable.

### **1.2.1. SERVICE LIFE**

As condition assessments have not been completed, the condition has been estimated based on the estimated service life of the asset shown below in **Table 3**. The average overall estimated service life for assets can be found in

**Table 5.**

**Table 3: Records & Printing Services Assets' Estimated Service Life**

<b>Asset</b>	<b>Estimated Service Life (ESL)</b>
<b>Records</b>	200 years for permanent records.
<b>Printing Services</b>	20 years for owned assets (paper cutter, binding machine, microfiche machine, etc.).  Leased assets (printers, folder inserter and postage machine) are leased on a five (5) year cycle.

## 1.2.2. CONDITION SCORING

For the purpose of this report and standardizing condition scores across all assets in the Asset Management Plan, the Condition Rating is defined by three (3) Condition Scores as defined in the table below. For assets with formal consultant condition assessments, the conditions have been modified to fit into this model.

**Table 4: Condition Score Description**

<b>Condition Score</b>	<b>Condition Rating</b>	<b>Description</b>
<b>1 - 1.4</b>	Good	Assets are in new or like new condition, have no or minor deficiencies. Where condition data is not available, this category applies to assets which are within the first 40% of their estimated service life.
<b>1.5 - 2.4</b>	Fair	Assets show general signs of wear, some parts may have signs of deterioration, and asset may require repairs in the next 10 years. Where condition data is not available, this category applies to assets which are within 41% - 80% of their estimated service life.
<b>2.5 – 3</b>	Poor	Asset is below standard showing signs of significant deterioration, is in danger of imminent failure, and will require repair or replacement within the next year. Where condition data is not available, this category applies to assets which have exceeded 80% of their estimated service life.

## **1.3. SUMMARY OF RECORDS & PRINTING SERVICES ASSETS**

The summary of assets for the Records & Printing Services Asset Class can be found below. The summary of assets includes: Quantity, Replacement Cost, Average Age, and Average Condition Score for each asset type in accordance with O. Reg. 588/17.

### **1.3.1. TOTAL SUMMARY OF ASSETS**

A table summarizing all Records & Printing Services assets is included in

**Table 5** below. Detailed information about each asset is included in individual sections. Calculations of averages have been weighted by the overall replacement value of assets; this means that assets of higher estimated replacement value will have a stronger influence on the average than if the average was calculated based on the number of assets.

The total replacement cost for all records and printing services assets is approximately \$2.9M and they are an average of 25 years old which is 13% of the overall average estimated service life of 200 years. The average condition scores are shown to one decimal place to illustrate how close the scores are to being on a cusp of another rating and were used to calculate the weighted overall average condition score for the asset group, but are shown rounded to the nearest whole number in subsequent sections. Overall, Records & Printing Services' assets are in Good condition with a weighted average condition score of 1.1.

**Table 5: Total Summary of Records & Printing Assets**

Asset	Quantity	Unit	Replacement Cost	Weighted Average Age (years)	Weighted Average Estimated Service Life (years)	% of Estimated Service Life Expended	Weighted Average Condition Score	Weighted Average Condition Description
<b>Records and Printing Services Assets Total</b>			\$2.9M	<b>25</b>	<b>200</b>	<b>13%</b>	<b>1.1</b>	GOOD
<b>Records</b>	233,977	ea	\$2.9M	25	200	13%	1.1	GOOD
<b>Printing Services</b>	9	ea	\$33.5K	6	13	46%	1.2	GOOD



### **1.3.2. RECORDS**

Records Services manages the inventory, retention schedule, storage, and destruction of all inactive physical records within the City. Records assets include physical records retained by the City only. Records Services also oversees the inventory and management of electronic records, but electronic records are outside the scope of this document. Records Services also handles all Freedom of Information (FOI) requests.

As seen in **Figure 1** below, Records assets are of varying age and have a total asset replacement cost of \$2.9M. Assets are typically in Good condition with a weighted average condition score of 1. Records condition ratings are estimated based on age and service life assumptions by City staff. It should also be noted that the majority of records from 1867 to 1950 are not properly classified as per the City's retention by-law and do not get reviewed by City staff as part of a regular destruction review cycle. The exact condition of these records has not been assessed, but staff observe these records are in fair, approaching poor, condition.

Clerks Services AMP  
June 2024

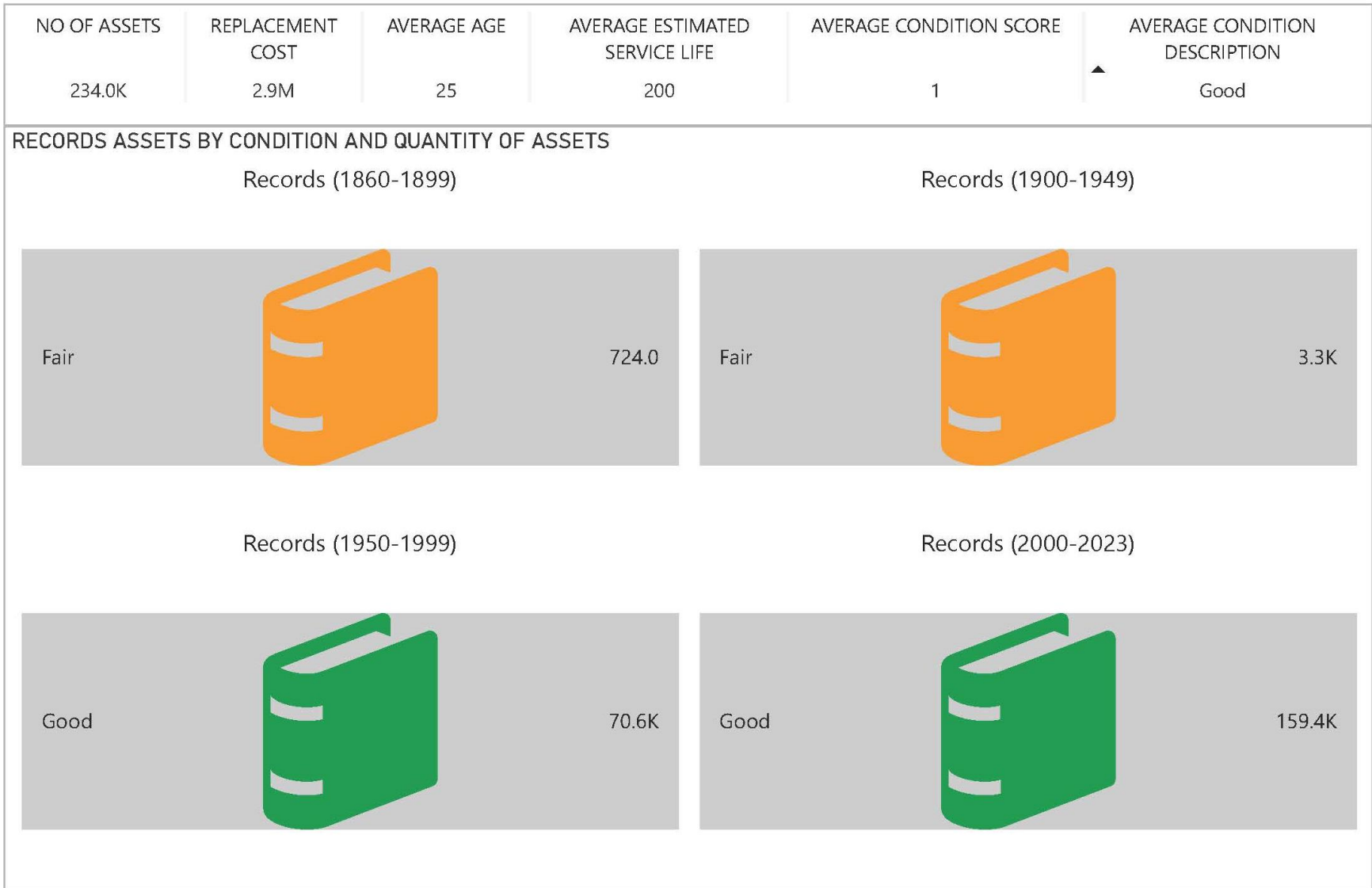


Figure 1: Records Asset Summary

### **1.3.3. PRINTING SERVICES**

Printing Services provides printing amenities for all City departments. As per Policy CORPORATE-036, Departments are required to utilize the printing services whenever possible and if the required materials cannot be printed through Records Services then departments may choose to shop for products and services with outside vendors.

Printing Services owns and maintains various machines in the Print/Mail Room, and also leases various machines on five (5) year contracts. At the end of each term these contracts are reviewed and sent to tender so bids can be received for new leases. Per **Figure 2** below, total replacement costs of these assets is estimated at \$33.5K and these assets are typically in Good condition with a weighted average condition score of 1.

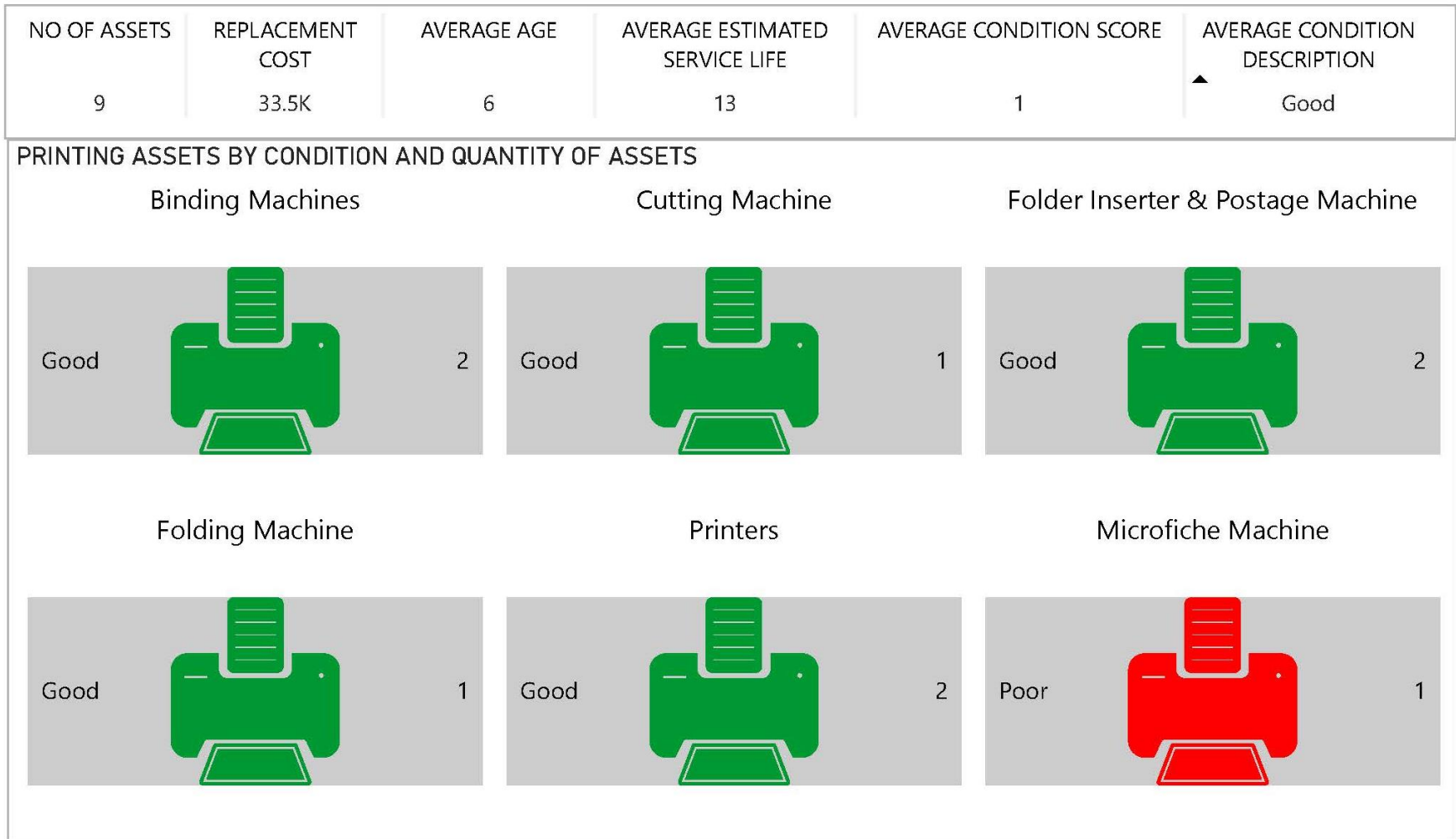


Figure 2: Printing Services Asset Summary

## **1.4 LIFECYCLE OF RECORDS & PRINTING SERVICES ASSETS**

The lifecycle of Records & Printing Services assets is described under four (4) categories which are described in this section:

- Key Lifecycle Stages of Records Assets;
- Key Lifecycle Stages of Printing Services Assets;
- Lifecycle Activities;
- Risks of Lifecycle Activities; and
- 10 Year Lifecycle Costs of Records & Printing Services Assets.

### 1.4.1. KEY LIFECYCLE STAGES OF RECORDS ASSETS

The lifecycle of an asset refers to the following stages: Planning, Creation/Acquisition, Operations and Maintenance, Renewal/Disposal which are defined in the Main Body of the report. For Records assets specifically the general process is as follows:

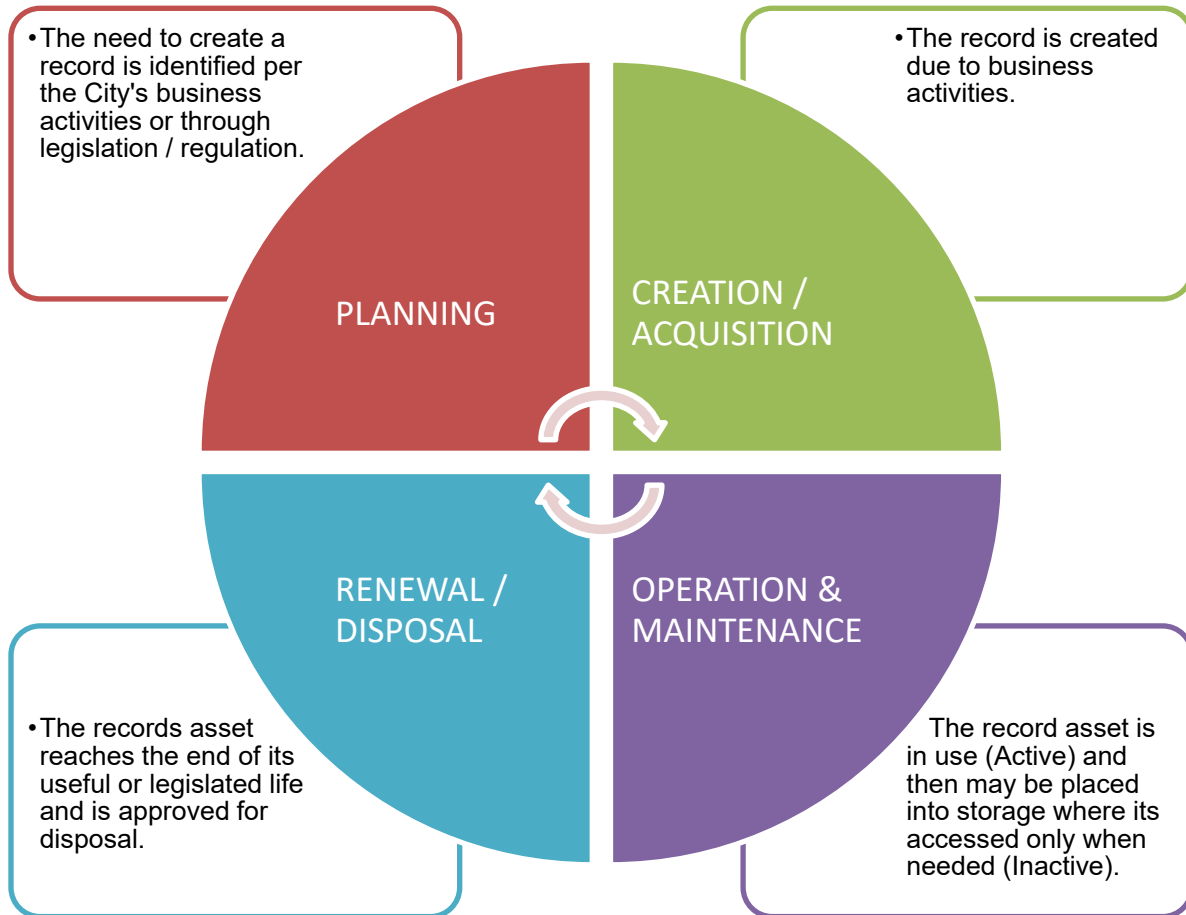


Figure 3: Lifecycle Stages of Records Assets

1. **Planning** – The need to create a record asset has been identified per the City’s regular business activities or through legislation / regulation. This phase may also involve coordinating with other departments. Departments are free to create records as they see fit.
2. **Creation / Acquisition / Replacement** – The record is created or received by the City and is processed as necessary.
3. **Operation and Maintenance** – The record asset is in use by the department(s) and assists in delivering services to customers. At the departments’ discretion, or as per legislative requirements, the record asset is sent to storage for long-term retention. The cost and requirements for retention of the new or replacement records asset are per the City’s retention by-law. The asset is received and stored. Care is taken at this stage by Records staff to ensure the asset is properly stored and all useful information is recorded into the City’s paper records management system, Versatile, for ease of locating at a later date. The records asset may be accessed at any time from storage. One to three times per year a destruction list is created and sent to departments for review. Managers review and approve the destruction of records that have passed their retention period, or, if applicable identify that records need to be put on hold and kept for a longer period of time. Reasons for holds could include audits or ongoing litigation.
4. **Renewal / Disposal** – The records asset has been reviewed by staff and confirmed to have reached the end of its useful life and / or has been replaced and requires disposal. The disposal considers the effect on customers such as a delay or service disruptions which are taken into account in the Planning stage thereby restarting the cycle. The City follows industry standards when disposing of these assets.

## 1.4.2. KEY LIFECYCLE STAGES OF PRINTING SERVICES ASSETS

The lifecycle of an asset refers to the following stages: Planning, Creation/Acquisition, Operations and Maintenance, Renewal/Disposal which are defined in the Main Body of the report. For Printing Services assets specifically our general process is as follows:

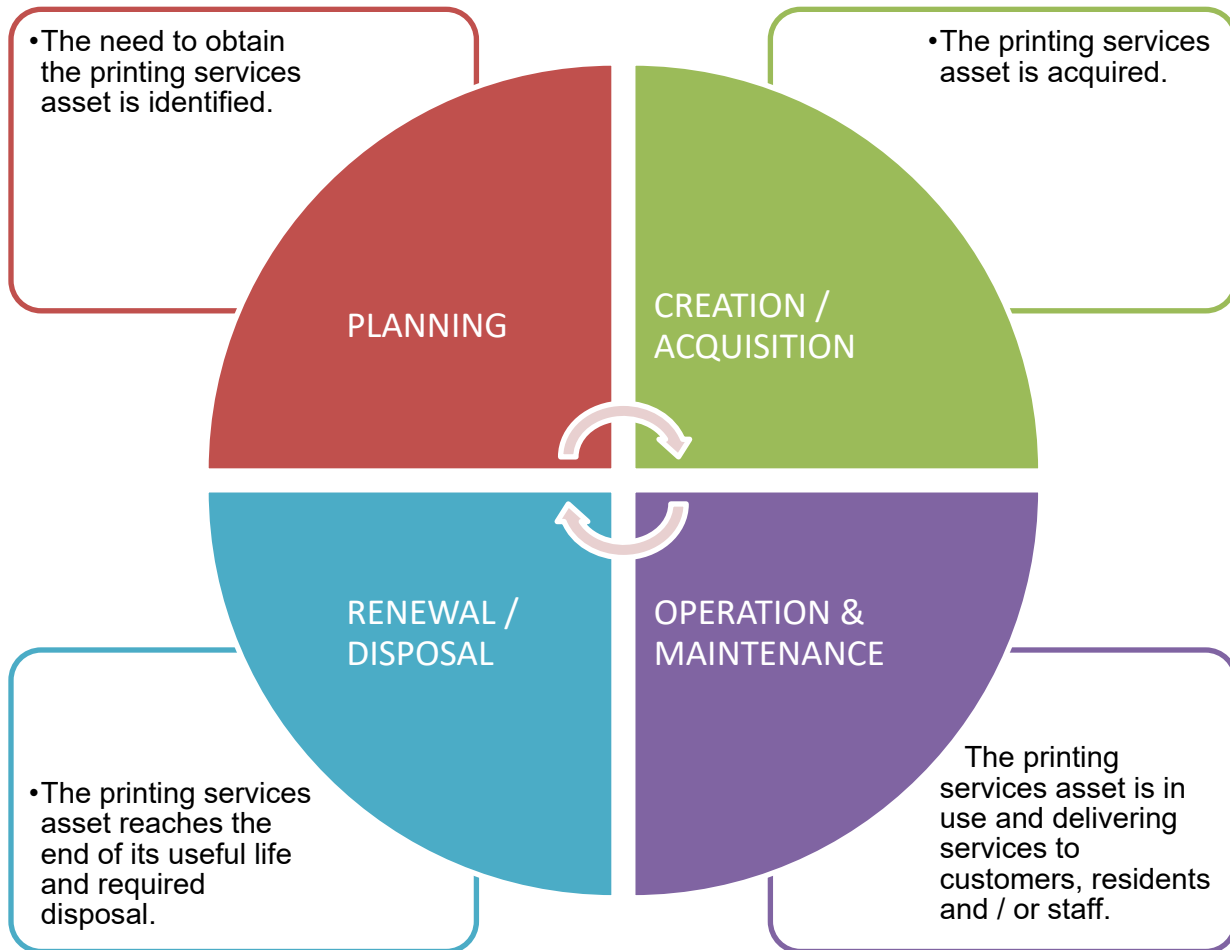


Figure 4: Lifecycle Stages of Printing Services Assets



1. **Planning** – The need to acquire the Printing Services asset has been identified per the City's regular business activities. This phase may also involve coordinating with other departments. The Printing Services group ensures minimal service disruption by offsetting the lifecycles of the colour and monochrome machines.
2. **Creation / Acquisition / Replacement** – The Printing services asset is acquired by the City and is installed or delivered to the correct department.
3. **Operation and Maintenance** – The Printing services asset is in use by the department(s) and assists in delivering services to internal and external customers.
4. **Renewal / Disposal** – The Printing services asset has reached the end of its useful life and / or has been replaced and requires disposal. The disposal considers the effect on customers such as a delay or service disruptions which are taken into account in the Planning stage thereby restarting the cycle. The City follows industry standards when disposing of these assets.

### 1.4.3. LIFECYCLE ACTIVITIES

A list of the planned Lifecycle Activities, annual cost, and frequency for each Records & Printing Services Asset Class can be found in **Table 6** below. These activities are currently being undertaken to maintain Records & Printing assets and therefore maintain the current levels of service.

**Table 6: Lifecycle Activities for Records & Printing Services Assets**

Asset Type	Lifecycle Activity	2024 Annual Cost*	Frequency	Completed by
Records	Review of Destruction Spreadsheet	\$65,000	Annual	Records Services
	Transfer of Records to the Retention Centre	\$23,400	Weekly	Records Services
	Inspecting HVAC			
	Checking mouse/bug traps			
Printing Services	Contracts / Renewals	\$3,000	Every five (5) years	Printing Services

\*2024 Annual Cost is typically based on estimates presented in the 2024 Operating Budget.

Lifecycle activities occur on the Records & Printing Services assets to maintain proper care of these assets. These activities represent some of the daily and weekly tasks that staff undertake for Records & Printing Services assets. Activities are monitored through a variety of methods including spreadsheets, checklists, and Workforce timesheets.

#### **1.4.4. RISKS OF LIFECYCLE ACTIVITIES**

The identified lifecycle activities in **Table 6** above are historical activities taken on by Records and Printing services. Some risks associated with these activities include:

- **Record Errors** – a data entry error could occur when entering record data in Versatile which could make it difficult later to locate and retrieve the correct record.
- **Accidental Destruction** – when a record that should have remained in retention is destroyed.
- **Error in Supply Inventory** – during monthly or yearly inventories, staff may unknowingly enter incorrect values while counting assets.
- **Destruction of Important Records** – descriptions associated with records entered into Versatile may not sufficiently describe the contents of the asset leading staff to unknowingly destroy important records.

However, if these activities were not completed, the risks would include:

- **Space Constraints** due to an excess number of City Records being kept in staff areas. The City would be required to plan for / purchase additional space in buildings for records assets and new staff as the City continues to grow and expand.
- **Fire Safety Issues** due to lack of space within City buildings and offsite storage locations from unnecessary records storage.
- **Duplicate / Lost Records** due to staff entering too little or incorrect data into Versatile and retention schedules not being followed for assets.
- **Increased Chance for Privacy Breach** due to excess amount of City/personal information stored if not following appropriate retention schedules.
- **Inability to respond to FOI Requests** due to staff being unable to locate responsive records
- **Increased Cost** due to renting or purchasing more offsite storage areas.
- **Increased Chance of Weather Damage** during inclement weather event at offsite storage facilities which left unmanaged could lead to irreversible damage.
- **HVAC System Error** which left unmanaged could lead to wet records and irreversible damage.

### **1.4.5. 10 YEAR LIFECYCLE COSTS OF RECORDS & PRINTING SERVICES ASSETS**

**Figure 5** below outlines the 10 year lifecycle costs of Records & Printing Services assets. Typically when the condition of an asset is estimated based on service life, there are spikes in the first year to account for the backlog.

The Printing Services costs identified in 2024 are for the replacement of the microfiche machine that has reached the end of the estimated service life. All other Records & Printing assets are within their estimated service life throughout the 10 year cycle. Additional capital costs to maintain state of good repair of these assets in the next 10 years is not anticipated.

The O & M costs identified in the 10 year cycle are related to the lease of various Printing Services equipment and rental of facility space for Records storage.

Based on the information presented in the figure below, the total annual average capital cost for the next 10 years to alleviate the backlog and maintain the state of good repair on Records & Printing Services assets is \$2,000, and the average annual O&M cost to maintain the state of good repair is \$122.7K. Therefore, it is recommended that the City invest \$124.7K annually in Records & Printing Services assets to maintain the state of good repair.

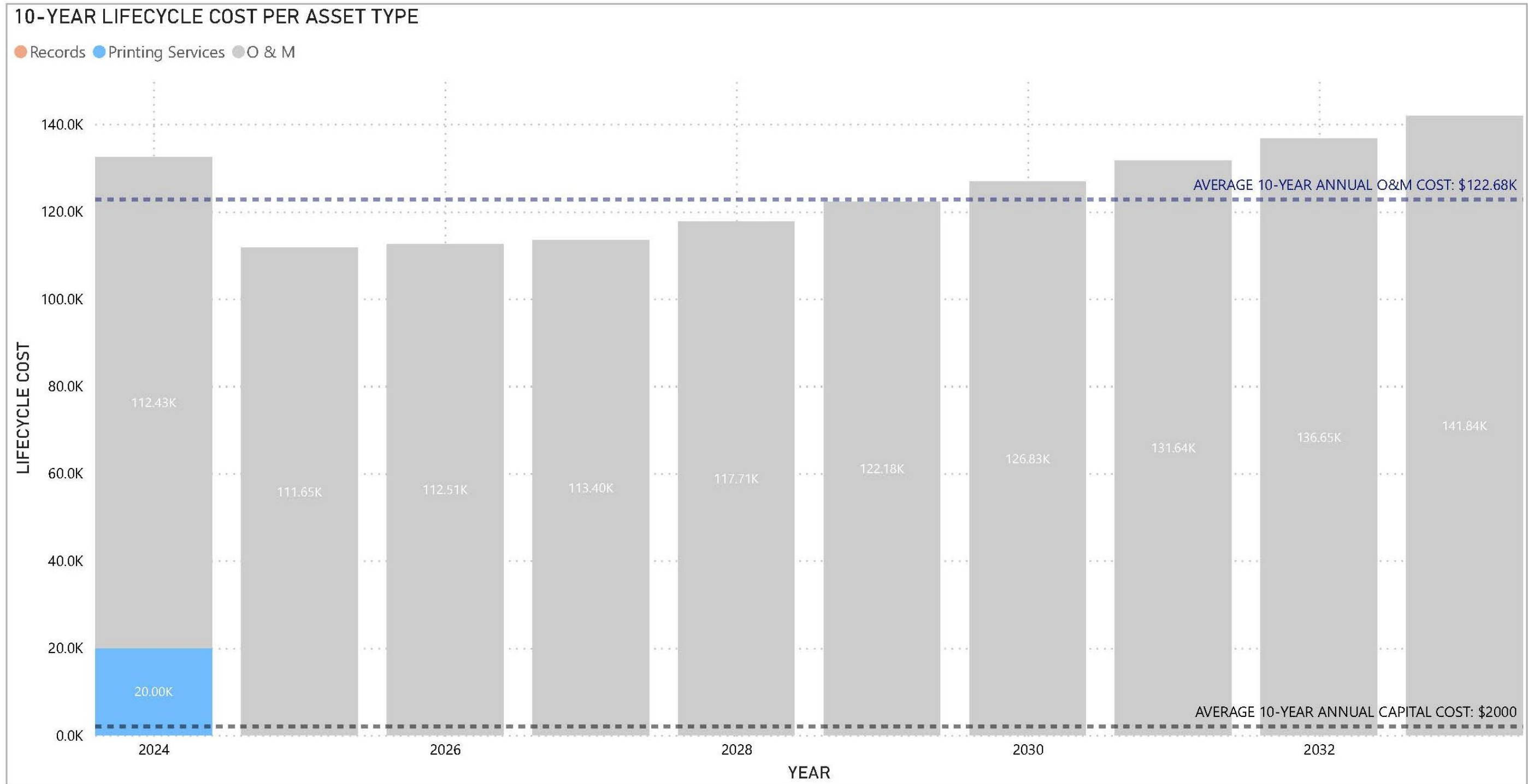


Figure 5: 10-Year Lifecycle Cost Per Records & Printing Services Asset Type

- Notes:
- O&M costs are estimated based on the 2024-2027 Operating Budget. O&M costs beyond 2027 are estimated by 3.8% inflation each year.
  - Capital costs and lifecycle are estimated based on values and methodology identified in **Section 1.3**

Per **Figure 6** below, the existing 10-year forecast from 2024 – 2033, further explained in **Section 8.3** of the **Asset Management Plan Overview Document**, indicates that the City is not currently dedicating capital funding to the replacement of Records and Printing Services assets annually. The figure identifies an annual 10-year capital funding gap of \$2,000 for these assets.

The City of Brantford has moved to a four (4) year budget cycle and departments will complete long term planning as opposed to annual planning for projects within this time period. The Prioritization Matrix explained in **Section 9** of the **Asset Management Plan Overview Document** has also been implemented which will help departments confirm priority projects. It is anticipated that the new process for the City's 2024 budget cycle will help departments prepare and request funding in advance of significant replacement costs for assets reaching the end of their useful life.

It is important to note that currently the City does not have access to detailed data on Operation and Maintenance costs, but it is anticipated this information will improve in future iterations of the AMP.

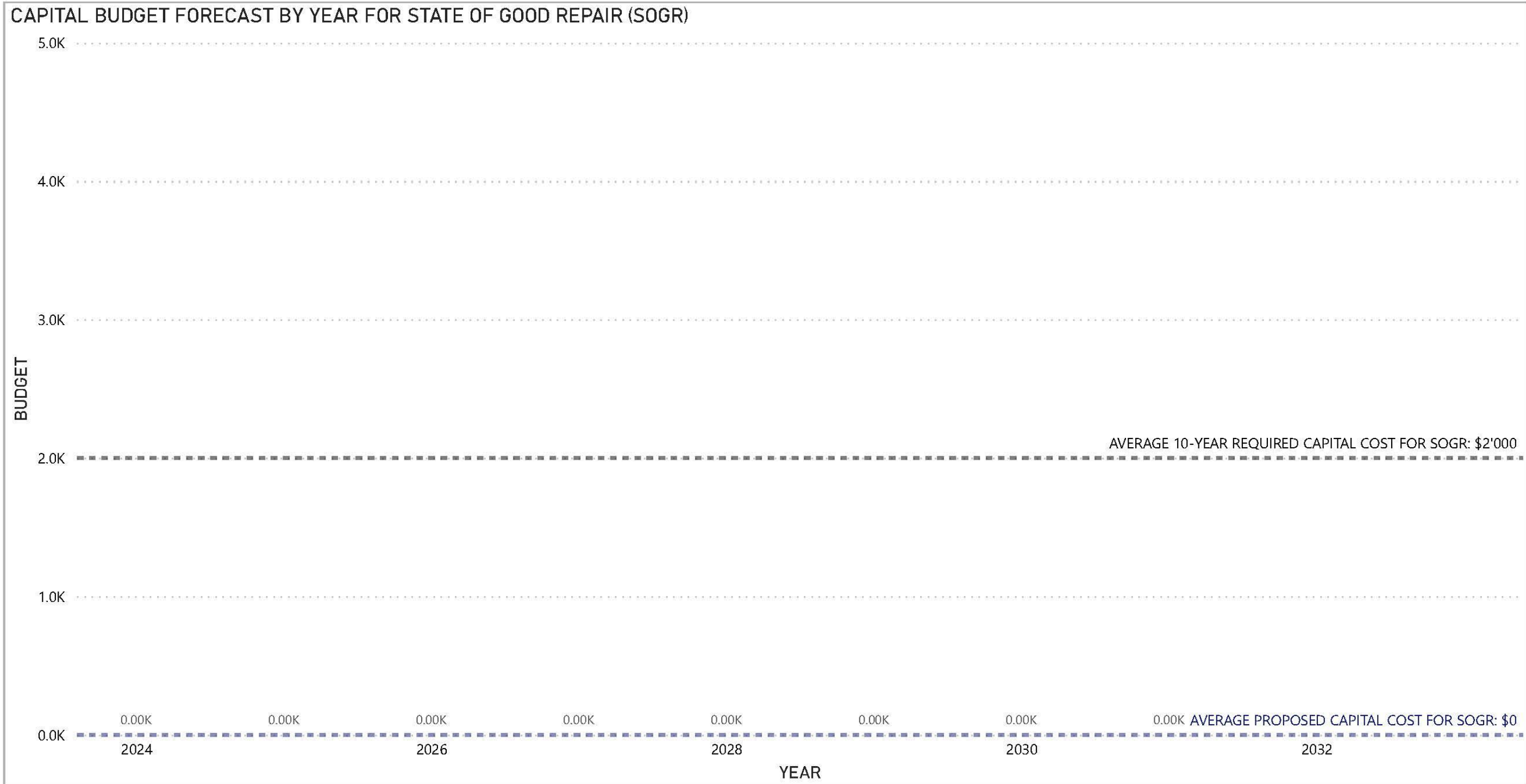


Figure 6: Existing Capital Budget Forecast from 2024–2033 for Records & Printing Services Assets

Notes:  
1. Capital budget forecast is estimated based on the 2024-2027 Capital Budget. Capital budget beyond 2027 is estimated by 3.8% inflation each year.

## **1.5. CURRENT LEVELS OF SERVICE**

### **1.5.1. O. REG. 588/17 CUSTOMER LEVELS OF SERVICE**

O. Reg. 588/17 does not currently have defined customer levels of service for this asset class that must be reported in this plan. This section will be kept for future iterations in case O. Reg. 588/17 requires defined customer levels of service be reported.

### **1.5.2. O. REG. 588/17 TECHNICAL LEVELS OF SERVICE**

O. Reg. 588/17 does not currently have defined technical levels of service for this asset class that must be reported in this plan. This section will be kept for future iterations in case O. Reg. 588/17 requires defined technical levels of service be reported.



### 1.5.3. MUNICIPALLY DEFINED CUSTOMER LEVELS OF SERVICE

The customer levels of service are defined in **Section 6.2** of the **Asset Management Plan Overview**. For Records & Printing Services assets, the asset specific interpretation of these levels of service is defined below in **Table 7**.

Table 7: Municipally Defined Customer Levels of Service

<b>Customer Level of Service</b>	<b>Definition</b>
<b>Accessibility</b>	Records and Printing Services should be easily accessible for staff. Records should be easily accessible through the Municipal Freedom of Information and Protection of Privacy Act.
<b>Quality</b>	Records are complete, digital where possible and not unnecessarily duplicated.  Printing Services products and services meet City determined quality standards.
<b>Cost Efficiency</b>	Records should be available to the public at a cost that makes them accessible to inquirers.  Printing Services materials are sourced whenever possible through the City to assist in affordability.
<b>Safety</b>	Records released to the public shall ensure that personal information is redacted. Safety guidelines at the City's offsite storage facility are followed to ensure staff security.  Printing Services equipment are used and accessed following manufacturer and City safety guidelines.
<b>Environmental Sustainability</b>	Printing assets should be operating as environmentally conscious as possible.
<b>Reliability</b>	Physical records are kept in a secure, restricted location. Digital record access is restricted by department and backups are created to avoid loss of records.  Printing and Supplies will be made available with limited delays.
<b>Responsiveness</b>	Requests for information and print materials will be completed in a timely manner.

### 1.5.4. MUNICIPALLY DEFINED TECHNICAL LEVELS OF SERVICE

The technical levels of service for Records & Printing Services Assets have been adopted based on the customer levels of service defined in **Table 7**. The currently available customer levels of service with the corresponding technical levels of service and KPI metrics are defined in **Table 8**.

The need for additional KPIs and KPI targets has been identified and future iterations of this AMP will look for opportunities to gather and include this information.

**Table 8: Levels of Service KPIs**

<b>Customer Level of Service</b>	<b>Technical LOS</b>	<b>2024 KPI</b>	<b>Units</b>
<b>Accessibility*</b>	Percent of Employees who feel comfortable accessing Records & Printing Services	Records: 90% Printing: 90%	% of Employees
<b>Quality</b>	Not Available	Not Available	Not Available
<b>Cost Efficiency</b>	Not Available	Not Available	Not Available
<b>Safety</b>	Not Available	Not Available	Not Available
<b>Environmental Sustainability</b>	Not Available	Not Available	Not Available
<b>Reliability</b>	Not Available	Not Available	Not Available
<b>Responsiveness*</b>	Percent of Employees who agree Records & Printing Services are provided in a timely manner	Records: 89% Printing: 92%	% of Employees

\*Information obtained from staff surveys conducted in 2024, more details available in Overview Document.

## **1.6. CURRENT ASSET PERFORMANCE**

The current asset performance for Records & Printing Services assets has been separated into two (2) categories for this section of the report:

- Energy Performance; and
- Operating Performance

### **1.6.1 RECORDS & PRINTING SERVICES CURRENT ENERGY PERFORMANCE**

The City of Brantford has a Corporate Energy Management Plan (CEMP) which emphasizes energy efficiency within the City. The goals of the CEMP are to reduce energy use, energy intensity, and greenhouse gas (GHG) emissions in our Facilities. In addition, through the City's Climate Change Action Plan and Climate Lens Tool explained in **Section 10** of the **Asset Management Plan Overview Document**, the City has been working to improve our facilities' energy efficiency and reduce the associated carbon footprint.

Currently, the City does not have a method to track Energy Performance for the Records & Printing Services asset class. This section will be kept for future iterations as ways to track Energy Performance for this asset class are explored.

### **1.6.2 RECORDS AND PRINTING SERVICES CURRENT OPERATING PERFORMANCE**

Currently, the City does not have a method to track Operating Performance for the Records & Printing Services asset class. This section will be kept for future iterations as ways to track Operating Performance for this asset class are explored.

## **1.7. DISCUSSION & CONCLUSIONS**

In conclusion, the City of Brantford operates and maintains Records & Printing Services assets. These assets are typically in Good condition with a total estimated replacement cost of approximately \$2.9M.

Inventory and condition data for Records and Printing Services assets are at a range of confidence levels with an overall average confidence level of Medium.

Inventory data related to Records and Printing Services assets are at a High confidence level due to yearly inventories and reviews completed by City staff. Condition data is at a Medium confidence level, as the condition of these assets is estimated based on age and service life assumptions by City staff.

Replacement costs are typically at a Low confidence level for Records assets, as it is hard to determine the cost associated with replacing older records that may be considered irreplaceable.

The lifecycle stages for Records assets includes: Planning, Creation, O&M, and Disposal. During the Planning stage, the City identifies the need to create a record; during the Creation stage, the record asset is created; during the O&M stage, the record asset is in use (Active) and then may be placed into storage where its accessed only when needed (Inactive); and in the Disposal stage, the record asset has reached the end of its useful life and is approved for disposal.

The lifecycle stages for Printing Services assets includes: Planning, Creation, O&M, and Disposal. During the Planning stage, the City identifies the need to obtain a printing asset; during the Creation stage, the printing asset is acquired; during the O&M stage, the printing asset is in use and delivering services to customers; and in the Disposal stage, the printing asset has reached the end of its useful life and requires disposal.

Lifecycle activities are currently completed by City staff. At this time, detailed tracking and costs associated with these activities are not available and are estimated based on staff knowledge and the 2024 Operating Budget.

It is estimated based on the average annual cost in the 10 Year Lifecycle Costing that the City should be spending an average \$2,000 on capital investment annually on proactive replacement of Printing assets, and be spending an average of \$122.7K on O&M for Records and Printing assets; however, the City is not currently dedicating any capital funding annually for state of good repair.

Current Levels of Service have been identified for Records and Printing assets. Currently, these levels of service and associated KPIs are based on a survey conducted with internal City employees who would utilize Records and Printing Services. Brantford

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is working to continue to develop the process to track these metrics which will assist in tracking these and any further identified KPIs for future iterations.

Finally, asset performance is separated into operating and energy performance in the City's AMPs. However, due to limited tracking for assets, the City is not able to provide information for Records and Printing Services asset performance in this iteration of the AMP. Opportunities to track energy performance may be considered to provide updated information in future iterations of this plan.

## 2. ELECTIONS ASSETS

### 2.1. INTRODUCTION

The City of Brantford owns and maintains two groups of assets under the Elections asset class. The purpose of this section is to present specific information about the Elections Asset class so that we can answer the questions posed in **Section 2** of the **Asset Management Plan (AMP) Overview Document**, and includes the following:

- Elections Assets' Data Inventory and Condition Approach;
- Summary of Elections Assets;
- Lifecycle Activities and Cost of Elections Assets;
- Current Elections Assets' Levels of Service;
- Current Elections Asset Performance; and
- Conclusion.

### 2.2. ELECTIONS ASSETS' DATA INVENTORY AND CONDITION APPROACH

The City of Brantford currently has two approaches to establishing the condition for the Elections assets due to available resources, technologies, and budget restrictions:

- Regular inventories conducted by City staff; and
- Staff knowledge of regular software updates/maintenance.

A list of all condition assessments for all assets can be found in **Table 7** in the **Asset Management Plan Overview Document**.

The origin of the Elections asset data for inventory, replacement cost, condition as well as data confidence are provided in **Table 9** below.

Table 9: Elections Assets' Data Origin and Confidence Levels

	Inventory			Replacement Cost			Condition		
Asset Type	Inventory (incl. Quantity and Age) From	Data Confidence Level	Data Confidence Description	Replacement Cost From	Data Confidence Level	Data Confidence Description	Condition From	Data Confidence Level	Data Confidence Description
<b>Elections Software</b>	Formal Spreadsheet Maintained by Staff	High	Formal Spreadsheet Maintained by Staff	Formal Spreadsheet Maintained by Staff	High	Formal Spreadsheet Maintained by Staff	Staff knowledge of regular updates and maintenance of software	High	Staff knowledge of regular updates and maintenance of software
<b>Elections Supplies</b>	Formal Spreadsheet Maintained by Staff	High	Formal Spreadsheet Maintained by Staff	Formal Spreadsheet Maintained by Staff	High	Formal Spreadsheet Maintained by Staff	Formal Spreadsheet Maintained by Staff	High	Formal Spreadsheet Maintained by Staff

Per **Table 9** above Elections assets' inventory, replacement cost and condition data is estimated at an overall confidence level of High.

For Election Software assets, confidence in inventory and replacement cost data is High, as staff maintain a formal spreadsheet and update inventory and replacement cost data when new assets are received. Condition data is at a High confidence level as well, as staff confirm that regular updates and maintenance to software assets are conducted by the supplier, as required.

For Election Supplies assets, confidence in inventory, replacement cost, and condition data is High, as staff maintain a formal spreadsheet and update inventory data when new assets are received. Data is also reviewed before and after each election cycle.

### **2.2.1. SERVICE LIFE**

Where condition assessments have not been completed, the condition has been estimated based on the estimated service life of the asset presented in **Table 10** below. The average overall estimated service life for assets can be found in



**Table 12.**

**Table 10: Elections Assets' Estimated Service Life**

<b>Asset Types</b>	<b>Estimated Service Life</b>
<b>Elections Software</b>	25 years
<b>Elections Supplies</b>	12 years

## 2.2.2. CONDITION SCORING

For the purpose of this report and standardizing condition scores across all assets in the Asset Management Plan, the Condition Rating is defined by three (3) Condition Scores as defined in **Table 11** below. For assets with formal consultant condition assessments, the conditions have been modified to fit into this model.

**Table 11: Condition Score Description**

<b>Condition Score</b>	<b>Condition Rating</b>	<b>Description</b>
<b>1 – 1.4</b>	Good	Assets are in working order, have no or minor deficiencies. Where condition data is not available, this category applies to assets which are within the first 40% of their estimated service life.
<b>1.5 – 2.4</b>	Fair	Asset show general signs of deterioration, some elements may have significant deficiencies, and asset will likely require repairs in the next 10 years. Where condition data is not available, this category applies to assets which are within 41% - 80% of their estimated service life.
<b>2.5 - 3</b>	Poor	Asset is below standard showing signs of significant deterioration, are in danger of imminent failure, and will require repair or replacement within the next year. Where condition data is not available, this category applies to assets which have exceeded 80% of their estimated service life.

## **2.3. SUMMARY OF ELECTIONS ASSETS**

The summary of assets for the Elections asset class can be found below. The summary of assets includes: Quantity, Replacement Cost, Average Age, and Average Condition Score for each asset type in accordance with O. Reg. 588/17.

### **2.3.1 TOTAL SUMMARY OF ASSETS**

A table summarizing all Elections assets is included in

**Table 12**, and additional information regarding the Election assets is included in the sections below. Calculations of averages have been weighted by the overall replacement value of assets; this means that assets of higher estimated replacement value will have a stronger influence on the average than if the average was calculated based on the number of assets.

The total replacement cost for Elections assets is approximately \$31.6K with an average age of 11 years. The average condition scores are shown to one decimal place to illustrate how close the scores are to being on a cusp of another rating and were used to calculate the weighted overall average condition score for the asset group, but are shown rounded to the nearest whole number in subsequent sections. Overall, Elections assets are in Good condition with an average condition score of 1.2.

**Table 12: Total Summary of Elections Assets**

Asset	Quantity	Unit	Replacement Cost	Weighted Average Age (years)	Weighted Average Estimated Service Life (years)	% of Estimated Service Life Expended	Weighted Average Condition Score	Weighted Average Condition Description
<b>Elections Total</b>			<b>\$31.6K</b>	<b>11</b>	<b>22</b>	<b>50%</b>	<b>1.2</b>	<b>GOOD</b>
<b>Election Software</b>	1	ea	\$25.0K	13	25	52%	1.2	GOOD
<b>Election Supplies</b>	1	LS	\$6.6K	2	12	17%	1.2	GOOD

### **2.3.2 ELECTIONS SOFTWARE**

The Elections Software assets includes the software used during elections. Per **Figure 7** below, the total replacement cost for the Election Software assets is \$25.0K, and the assets are typically in Good condition, with an average condition score of 1. Software assets are regularly updated and maintained by the supplier(s), as required, to maintain condition of the assets.

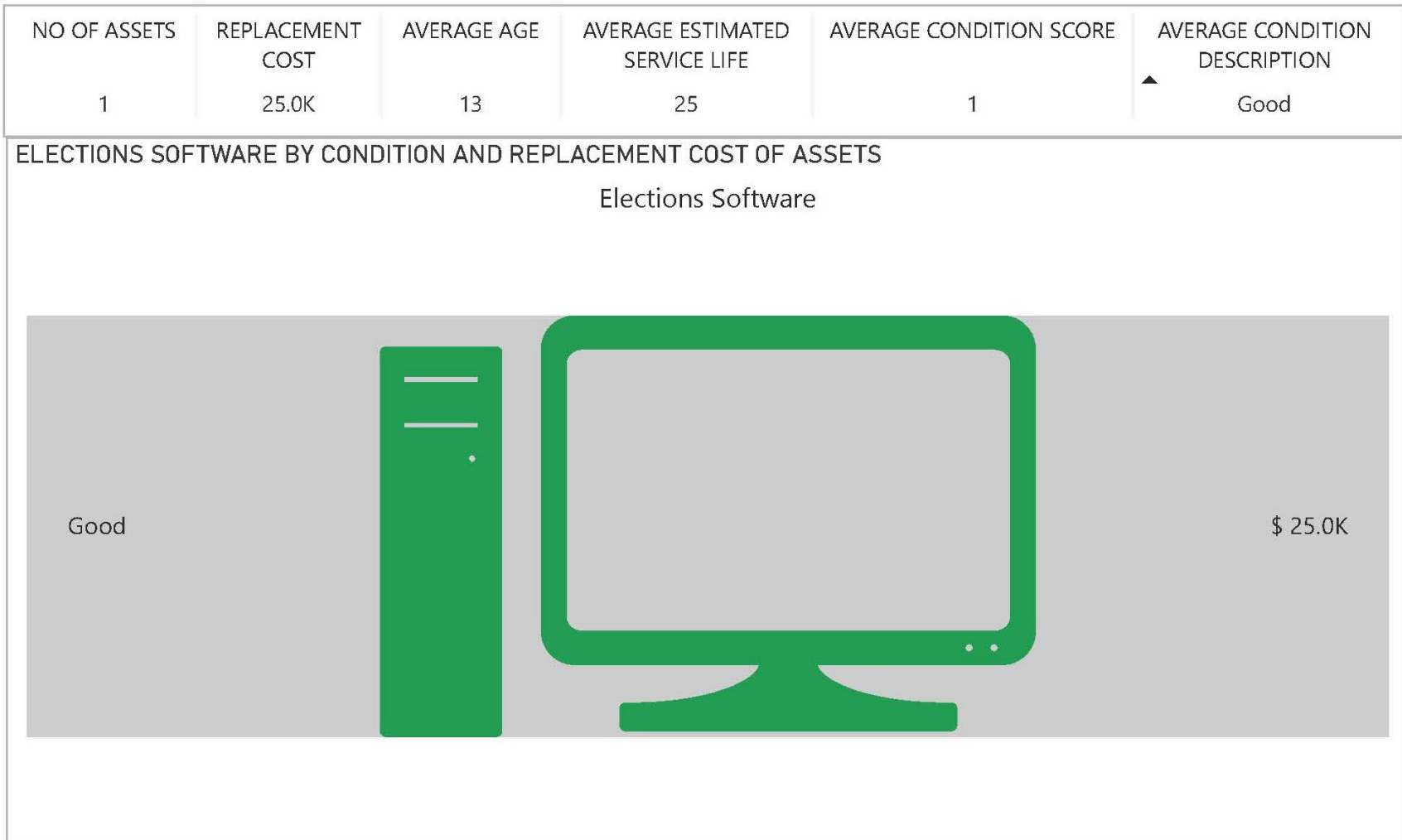


Figure 7: Elections Software Asset Summary

### **2.3.3 ELECTIONS SUPPLIES**

The Elections Supplies assets are comprised of five (5) smaller asset groups, including Office Supplies, Extension Cords, Power Bars, Secrecy Folders, and Privacy Screens. Per **Figure 8** below, the total replacement costs for the Election Supplies assets is \$6.6K, and the assets are typically in Good condition, with an average condition score of 1. The data below is based on a formal spreadsheet maintained by City staff.



NO OF ASSET GROUPS	REPLACEMENT COST	AVERAGE AGE	AVERAGE ESTIMATED SERVICE LIFE	AVERAGE CONDITION SCORE	AVERAGE CONDITION DESCRIPTION
5	6.6K	2	12	1	Good

**ELECTIONS SUPPLIES BY CONDITION AND REPLACEMENT COST OF ASSETS**

Privacy Screens	Secrecy Folders	Extension Cords
Good  \$ 2000	Good  \$ 2000	Good  \$ 1000
Office Supplies	Power Bars	
Good  \$ 1000	Good  \$ 625	

Figure 8: Election Supplies Asset Summary

## 2.4. LIFECYCLE OF ELECTIONS ASSETS

The lifecycle of Elections assets consists of four (4) categories which are described in this section:

- Key Lifecycle Stages of Elections Assets;
- Lifecycle Activities;
- Risks of Lifecycle Activities; and
- 10 Year Lifecycle Costs of Elections Assets.

### 2.4.1. KEY LIFECYCLE STAGES OF ELECTIONS ASSETS

The lifecycle of an asset refers to the following stages: Planning, Creation/Acquisition, Operations and Maintenance, Renewal/Disposal which are further defined in the Asset Management Plan Overview Document. For Elections assets specifically our general process is as follows:

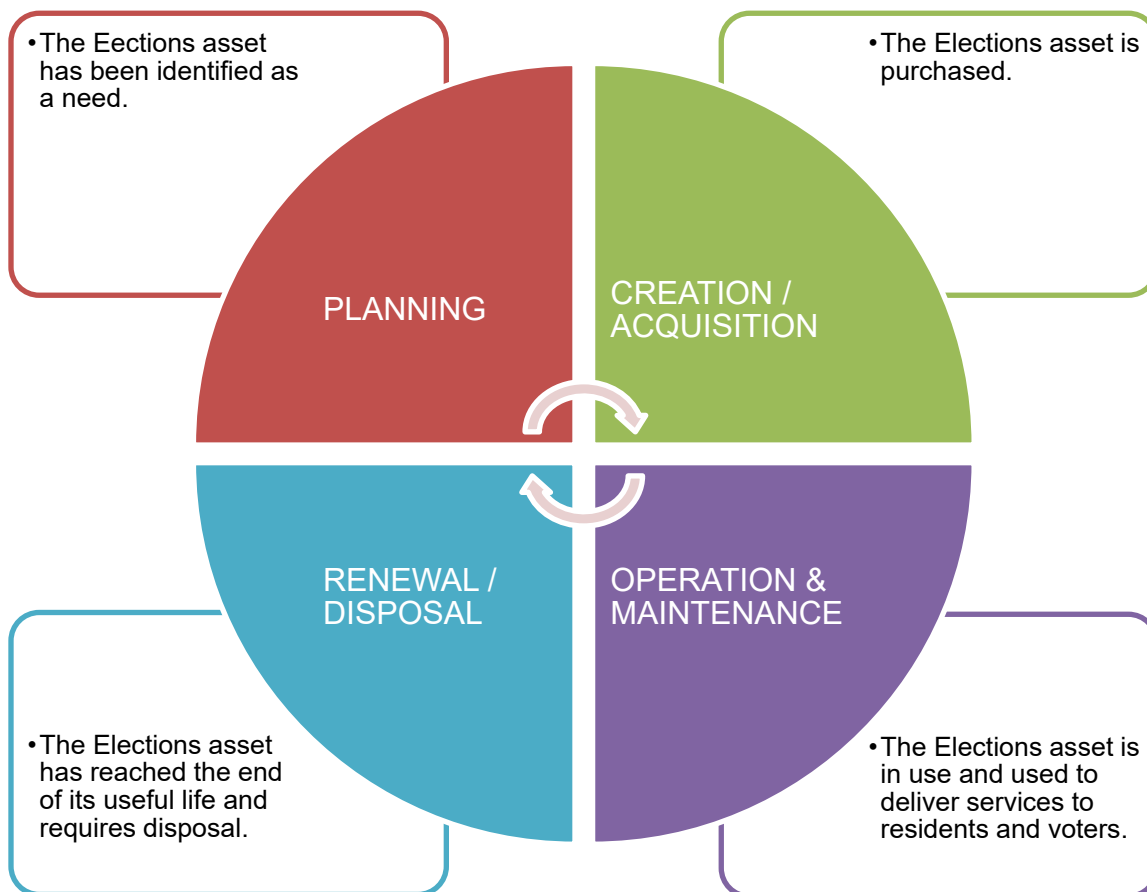


Figure 9: Lifecycle Stages of Elections Assets

1. **Planning** – The Elections asset has been identified as a need through the Municipal Elections Act, as a need through an identified poor condition of an existing asset, or through staff notification. The purchase of the asset considers all applicable codes and standards.
2. **Creation / Acquisition / Replacement** – The cost and requirements for the new or replacement Elections asset are defined. The Elections asset is purchased.
3. **Operation and Maintenance** – The Elections asset is operating and delivering services to customers. Maintenance (Lifecycle) Activities are completed on the asset at specific time intervals as indicated in **Section 2.4.2** below to prevent premature failures of the asset. Additional monitoring and potential improvements are evaluated during this process.
4. **Renewal / Disposal** – The Elections asset has reached the end of its useful life, is in poor condition, and/or is underperforming, and requires disposal. The disposal considers the effect on customers such as service disruptions which are taken into account in the Planning stage thereby restarting the cycle. The City follows industry standard when disposing of these assets.

## 2.4.2. LIFECYCLE ACTIVITIES

A list of the planned Lifecycle Activities, annual cost, and frequency for the Elections asset class can be found in **Table 13** below. These activities are currently being undertaken to maintain our Elections assets and therefore maintain the current levels of service.

**Table 13: Lifecycle Activities for Elections Assets**

<b>Asset Type</b>	<b>Lifecycle Activity</b>	<b>2024 Annual Cost*</b>	<b>Frequency</b>	<b>Completed by</b>
<b>Elections Software</b>	Software Maintenance and Licensing	\$5,500	Annual	Software supplier
	Software Maintenance and Licensing	\$21,050	Election Year (every 4 years)	Software supplier
<b>Elections Supplies</b>	Inventory and Replacement of Supplies	\$3,500	Election Year (every 4 years)	City staff

\*2024 Annual Cost is typically based on estimates presented in the 2024-2027 Operating Budg

Lifecycle activities to maintain Elections assets occur on an annual basis and on a four (4) year election cycle basis. The activities and conducted to maintain the Elections Software and Supplies assets. Much of this information is contained within a staff maintained spreadsheet and is reviewed to confirm that the number of assets is sufficient to supply our poll locations and poll staff with the necessary items to provide elections services to residents. This spreadsheet is reviewed prior to each election to identify any needs and ensure enough time is allotted to order supplies

### **2.4.3. RISKS OF LIFECYCLE ACTIVITIES**

The identified lifecycle activities in **Table 13** above are historical activities taken on by Elections staff. However, some risks with these activities include:

- **Injury** – due to staff lifting heavy boxes of Elections Supplies. This risk is mitigated by having staff limiting the weight of boxes to 20 lbs.

However, if these activities were not completed, the risks would include:

- **Service Disruptions** due to limited or missing supplies impeding the ability of voters to cast their ballot;
- **Increased Cost** due to making immediate, urgent purchases to ensure that enough supplies are available to staff and voters.

#### **2.4.4. 10 YEAR LIFECYCLE COSTS OF ELECTIONS ASSETS**

**Figure 10** below outlines the 10 year lifecycle costs of Elections assets. Typically when the condition of an asset is estimated based on service life there are spikes in the first year to account for the backlog of assets that have exceeded their service lives.

The Elections Supplies costs identified below are estimated based on an average proactive replacement schedule to replace all Election Supplies within their estimated service life to maintain state of good repair. There are no costs identified for Election Software assets, as these assets are within their estimated service life over the 10-year lifecycle.

Based on the information presented in the figure below, the total average annual capital cost for the next 10 years to maintain the state of good repair for Elections Services assets is \$440, and the average annual O&M cost to maintain the state of good repair is \$10.6K. Therefore, it is recommended that the City invest \$11.0K annually in Elections assets to maintain the state of good repair.

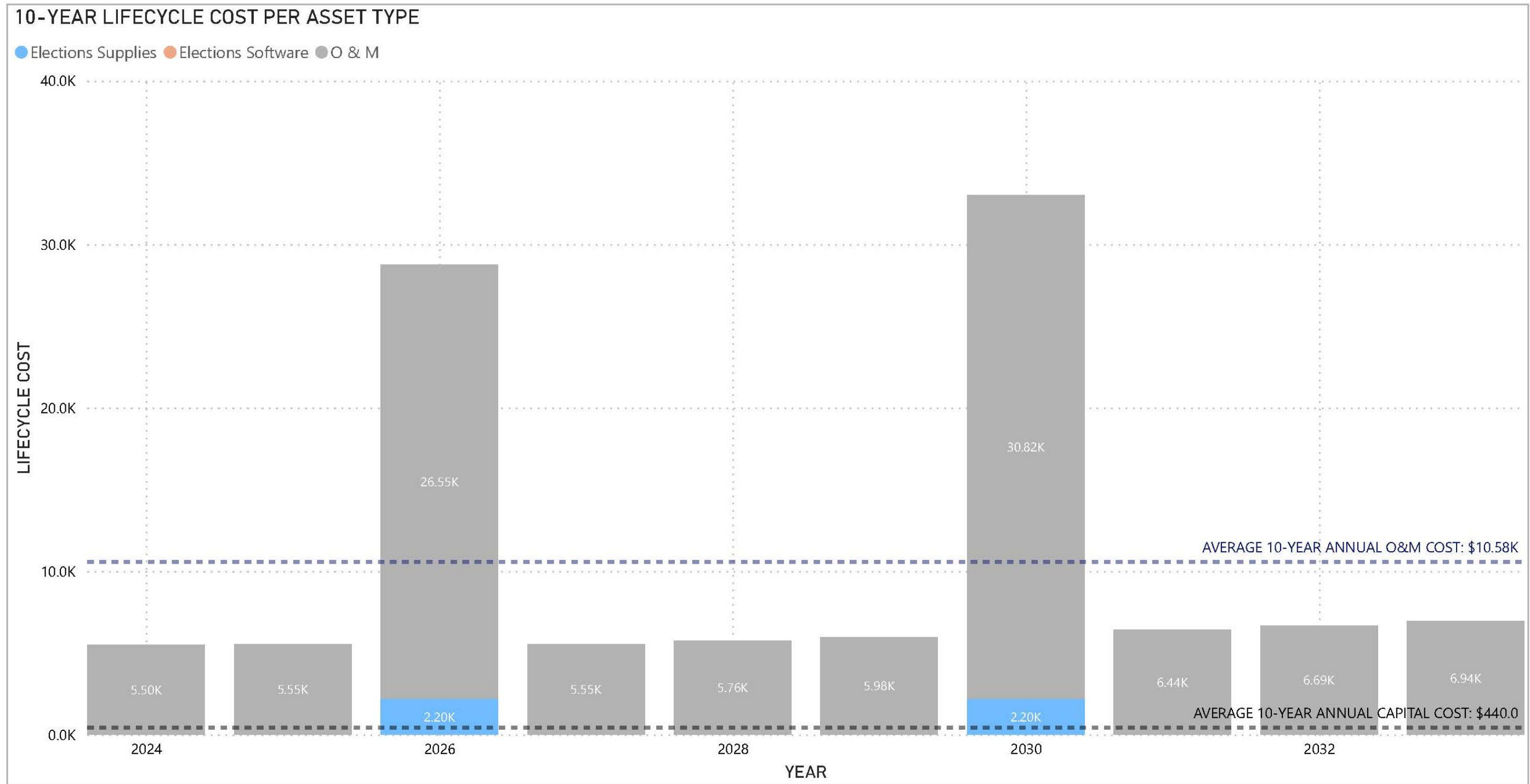


Figure 10: 10-Year Lifecycle Cost Per Elections Asset Type

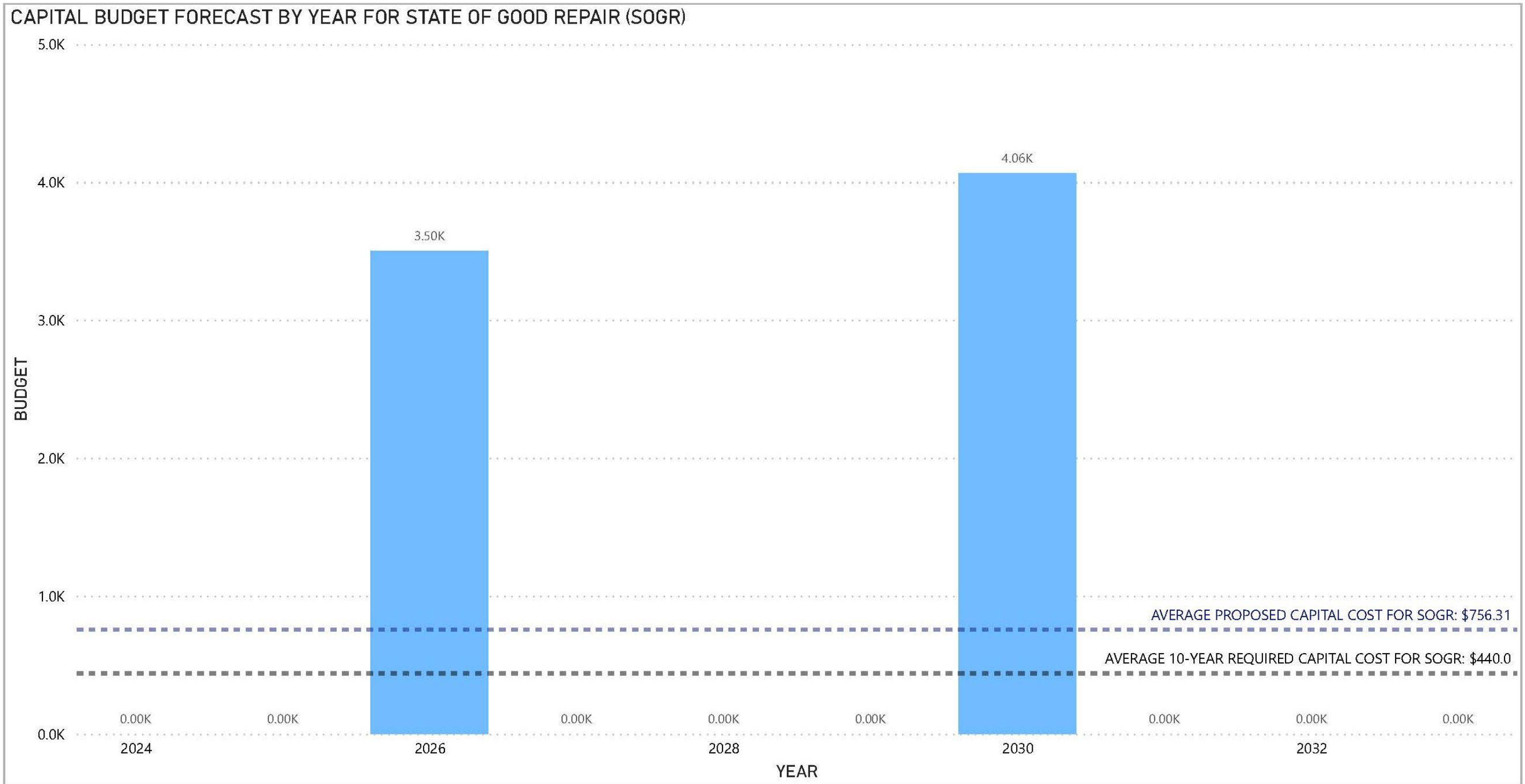
- Notes:
- O&M costs are estimated based on the 2024-2027 Operating Budget. O&M costs beyond 2027 are estimated by 3.8% inflation each year.
  - Capital costs and lifecycle are estimated based on values and methodology identified in Section 2.3

Per **Figure 11** below, the existing 10-year forecast from 2024–2033, further explained in **Section 8.3** of the **Asset Management Plan Overview Document**, indicates that the City is currently planning to spend an average of \$756 on Elections assets annually and, as noted above, the required 10-year average amount is \$440, Therefore, the City is currently meeting their required funding targets for these assets.

The City of Brantford has moved to a four (4) year budget cycle and departments will complete long term planning as opposed to annual planning for projects within this time period. The Prioritization Matrix explained in **Section 9** of the **Asset Management Plan Overview Document** has also been implemented which will help departments confirm priority projects. It is anticipated that the new process for the City's 2024 budget cycle will help departments prepare and request funding in advance of significant replacement costs for assets reaching the end of their useful life.

It is important to note that currently the City does not have access to detailed data on Operation and Maintenance costs, but it is anticipated this information will improve in future iterations of the AMP.





**Figure 11: Existing Capital Budget Forecast from 2024–2033 for Elections Assets**

Notes:

- Capital budget forecast is estimated based on the 2024-2027 Capital Budget. Capital budget beyond 2027 is estimated by 3.8% inflation each year.

## **2.5. CURRENT LEVELS OF SERVICE**

### **2.5.1. O. REG. 588/17 CUSTOMER LEVELS OF SERVICE**

O. Reg. 588/17 does not currently have defined customer levels of service for this asset class that must be reported in this plan. This section will be kept for future iterations in case O. Reg. 588/17 requires defined customer levels of service be reported.

### **2.5.2. O. REG. 588/17 TECHNICAL LEVELS OF SERVICE**

O. Reg. 588/17 does not currently have defined technical levels of service for this asset class that must be reported in this plan. This section will be kept for future iterations in case O. Reg. 588/17 requires defined technical levels of service be reported.

### 2.5.3. MUNICIPALLY DEFINED CUSTOMER LEVELS OF SERVICE

The customer levels of service are defined in **Section 6.2** of the **Asset Management Plan Overview**. For Elections assets, the asset specific interpretation of these levels of service is defined below in **Table 14**.

Table 14: Municipally Defined Customer Levels of Service

Customer Level of Service	Definition
<b>Accessibility</b>	Elections assets should be accessible to all customers without barriers in place.
<b>Quality</b>	Elections assets should deliver their intended purpose at a certain quality, and assets should have sufficient capacity.
<b>Cost Efficiency</b>	Elections assets should be operated efficiently with extra care to minimize costs.
<b>Safety</b>	Elections assets should be both safe to use and promote community safety, and customers should feel safe using these services.
<b>Environmental Sustainability</b>	Elections assets should be operating as environmentally conscious as possible and also be promoting sustainable lifestyles.
<b>Reliability</b>	Election assets should be available when customers need them, and care should be put in to avoid service delays.
<b>Responsiveness</b>	Elections assets should be fixed quickly when service disruptions occur. Responsiveness should account for the relative risk to the public, the surrounding property, the asset itself and to the staff completing the response.

### 2.5.4. MUNICIPALLY DEFINED TECHNICAL LEVELS OF SERVICE

Currently, the City does not have a method to establish KPIs or track these levels of service for the Elections asset class. This section will be kept for future iterations as ways to establish and track KPIs for this asset class are explored.

## **2.6. CURRENT ASSET PERFORMANCE**

The current asset performance for Elections assets has been separated into two (2) categories for this section of the report:

- Energy Performance; and
- Operating Performance

### **2.6.1. ELECTIONS CURRENT ENERGY PERFORMANCE**

The City of Brantford has a Corporate Energy Management Plan (CEMP) which emphasizes energy efficiency within the City. The goals of the CEMP are to reduce energy use, energy intensity, and greenhouse gas (GHG) emissions in our Facilities. In addition, through the City's Climate Change Action Plan and Climate Lens Tool explained in **Section 10** of the **Asset Management Plan Overview Document**, the City has been working to improve our facilities' energy efficiency and reduce the associated carbon footprint.

Currently, the City does not have a method to track Energy Performance for the Elections asset class. This section will be kept for future iterations as ways to track Energy Performance for this asset class are explored.

### **2.6.2. ELECTIONS TREATMENT CURRENT OPERATING PERFORMANCE**

Currently, the City does not have a method to track Operating Performance for the Elections asset class. This section will be kept for future iterations as ways to track Operating Performance for this asset class are explored.

## **2.7. DISCUSSION & CONCLUSIONS**

In conclusion, the City of Brantford operates and maintains Elections assets. These assets are typically in Good condition with a total estimated replacement cost of approximately \$31.6K.

Elections assets' inventory, replacement cost and condition data are estimated at an overall average confidence level of High.

For Election Software assets, confidence in inventory and replacement cost data is High, as staff maintain a formal spreadsheet and update inventory and replacement cost data when new assets are received. Condition data is at a High confidence level as well, as staff confirm that regular updates and maintenance to software assets are conducted by the supplier, as required.

For Election Supplies assets, confidence in inventory, replacement cost, and condition data is High, as staff maintain a formal spreadsheet and update inventory data when new assets are received. Data is also reviewed before and after each election cycle.

The lifecycle stages for Elections assets includes: Planning, Creation, O&M, and Disposal. During the Planning stage, the City identifies the need for an asset; during the Creation stage, the asset is acquired; during the O&M stage, the asset is operating and delivering service to users; and in the Disposal stage, the asset has reached the end of its useful life and requires disposal.

Lifecycle activities are currently completed by Suppliers and City staff. At this time, detailed tracking and costs associated with these activities are not available and are estimated based on staff knowledge and the 2024 Operating Budget.

It is estimated based on the average annual cost in the 10 Year Lifecycle Costing that the City should be spending an average \$440 in capital investment annually on proactive replacement of Elections Supplies assets, and be spending an average of \$10.6K on O&M for all Elections assets. The City is currently planning to spend an average of \$756 on Elections assets annually; therefore, the City is currently meeting their required funding targets for these assets.

Current Levels of Service have been identified for Elections assets. Currently, the City does not have a method to establish KPIs or track these levels of service for the Elections asset class. This section will be kept for future iterations as ways to track Levels of Service and associated KPIs for this asset class are explored.

Finally, asset performance is separated into operating and energy performance in the City's AMPs. However, due to limited tracking for assets, the City is not able to provide information for Elections asset performance in this iteration of the AMP. Opportunities to

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track energy performance may be considered to provide updated information in future iterations of this plan.