ENTERPRISE ASSET MANAGEMENT PLAN (2025)

Town of Blind River

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Executive Summary

In 2019, the Council of the Town of Blind River approved a Strategic Asset Management Policy aimed at ensuring its municipal infrastructure systems are supported by plans and financing decisions that demonstrate effective service support and appropriate regard for managing lifecycle costs.

The Strategic Asset Management Policy was prepared to meet the first requirement of *O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure* under the *Infrastructure for Jobs and Prosperities Act, 2015*. *Ontario Regulation 588/17* was formally approved by the Province on December 13, 2017. The Regulation dictates the scheduled phase in dates for asset management policies and plans and provides a description of the content required for each milestone. For example: asset management plans are to describe an asset's expected service level and performance based on technical data.

In June 2022, the Town of Blind River achieved the critical second milestone of the Provincial Regulation with the approval of the Asset Management Plan - 2021. The plan successfully met the requirements of *O. Reg. 588/17* for core assets. The regulation defines core infrastructure as water, wastewater, stormwater management, roads, bridges, and large culverts. The Town of Blind River's Asset Management Plan – 2021 can be found on the Town's website. This Plan exceeded the requirements by also including a high-level analysis of all asset classes and a financial strategy to provide a path for the Town to address infrastructure funding gaps over the long term.

The Enterprise Asset Management Plan (2024) was a strategic document that uses a risk-based approach to asset management planning. The plan met the second phase requirements of *O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure* with a mandated completion date of July 1, 2024 (formerly 2023).

The Enterprise Asset Management Plan (2025) meets the final requirements of the current Provincial legislation.

The asset class specific asset management plans describe the characteristics and condition of infrastructure assets along with action and investment plans, required to achieve the current level of service set out by Council.

The Enterprise Asset Management Plan (2025) is a consolidated and integrated document of all asset management plans that provides a clear integrated and holistic picture of the Town's assets. The plan will serve as a roadmap for future action plans by defining the next steps to maintain the plans. A state of the infrastructure provides comprehensive information regarding the asset classes included within the plan.

The Enterprise Asset Management Plan (2025) was developed in line with the Strategic Asset Management Policy, which provides the guiding principles for the plan.

Unless otherwise stated, all financial values in this Asset Management Plan are described in 2025 dollars.

1. Introduction

Asset management is the systematic and coordinated activities and practices of an organization to realize value from an asset by optimally and sustainably delivering on its service objectives through cost-effective lifecycle management of assets.

Service delivery to the community is based on managing existing assets in an environmental, social, and economically sustainable manner to reduce cost and risks, while complying with regulation.

The majority of the Town's assets have long service lives extending beyond a decade. These assets require significant ongoing investment in operation, maintenance, and renewal activities to maintain a safe and reliable condition to support service delivery.

The Town, like most Canadian municipalities, must overcome multiple challenges in managing assets including aging infrastructure; expectations of higher levels of service with minimal financial impact; increasingly demanding and complicated legislation with environmental requirements; and mitigation of the increased risk involved with the execution of service delivery. As a result, the Town is moving to implement a focused and calculated approach to address these challenges of managing infrastructure assets with the development and implementation of the Enterprise Asset Management Plan.

1.1. Background and Legislation

In June of 2011, the province of Ontario released a long-term infrastructure plan for Ontario entitled *Building Together*. *Building Together* laid out a standardized and calculated approach to asset management planning. *Building Together* in conjunction with the *Infrastructure for Jobs and Prosperity Act, 2015* established a criteria and timeline for all municipalities to have an asset management plan in place by December 31, 2016. An asset management plan was required by this date to continue to be eligible for Federal and Provincial Government funding. In response, PSD was retained to produce the Town of Blind River Asset Management Plan (2017).

On December 13, 2017, the province approved *O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure* under the *Infrastructure for Jobs and Prosperities Act, 2015*. The Town has been working to develop asset management plans for all infrastructure assets that comply with legislation. This includes describing the asset's expected performance level (that is, its "service level") based on technical data.

In 2019, Council of the Town of Blind River achieved the first requirement of *O. Reg. 588/17* with the approval of the Strategic Asset Management Policy aimed at ensuring municipal infrastructure systems are supported by plans and financing decisions that demonstrate effective service support and appropriate regard for managing lifecycle costs.

On April 16, 2021, the Province formally announced an amendment to *O. Reg. 588/17*. The amendment extended the legislative phase-in schedule by one year. Specifically, municipalities must have had approved phase one asset management plans for core assets (roads, bridges and culverts, water, wastewater, and storm water management systems) completed by July 1, 2022. These plans identified current levels of service and the cost to maintain the current level of service. With the approval of the Enterprise Asset Management Plan (2024), the Town of Blind River met the second phase requirement of *O. Reg. 588/17*. The extension to the phase-in schedule is further reflected in the asset management roadmap.

The 2024 version of the plan included all assets owned by the Town of Blind River. This plan was approved by Council in late 2024.

By approving this 2025 version, the Town will meet the final requirements of the current Provincial legislation.

Asset management represents the management of infrastructure, using proven lifecycle strategies that have been evolving over several years. Throughout this time, the Town has developed asset management planning knowledge that is formally defined as part of the strategies within the Enterprise Asset Management Plan. The plan will culminate with the establishment of an improved and evolving long-term strategy to address the Town's investment in infrastructure.

1.2. Maturity

The Federation of Canadian Municipalities (FCM) has prepared an Asset Management Readiness Scale to help municipalities understand where they started, where they currently are, and where they would like to be in asset management maturity. The levels that the Town of Blind River has currently achieved and will strive to achieve in the FCM Asset Management Readiness Scale are provided in Figure 1, which follows the description of the tool itself and how the tool is applied.

The readiness scale measures and analyzes five competency areas, with each competency acting as a building block. The five building block competencies include the following descriptions as provided by the FCM:

Policy and Governance: By developing this competency, the Town is putting in place policies and objectives related to asset management, bringing those policies to life through a strategy and roadmap, and then measuring progress and monitoring implementation over time.

This competency helps create the policy structure that lays out asset management goals and how they will be achieved, leading to organizational alignment and commitment.

People and Leadership: By developing this competency, the Town is setting up cross-functional teams with clear accountability and ensuring adequate resourcing and commitment from senior management and elected officials to advance asset management.

Asset Management requires collaboration and integration from multiple perspectives. At a minimum, the asset management team should be a representation of people who understand finance, decision-making, and the planning and operations of each relevant service area. This competency helps create and sustain connections across teams and build leadership in asset management.

Data and Information: By developing this competency, the Town is collecting and using asset data, performance data and financial information to support effective asset management planning and decision-making.

This competency helps improve data management practices to ensure appropriate asset information is available as required.

Planning and Decision-Making: By developing this competency, the Town is documenting and standardizing how the organization sets asset management priorities, conducts capital, operations, and maintenance (O&M) planning, and develops budgets.

This competency helps implement asset management, by ensuring that asset management policies, objectives and information are consistently informing organizational plans.

Contribution to Asset Management Practice: By developing this competency, the Town is supporting staff in asset management training, sharing knowledge internally to communicate the benefits of asset management, and participating in external knowledge sharing.

This competency helps build the organization's overall asset management practice by ensuring that internal stakeholders are well-informed and that the organization stays current with, and contributes to, leading practices, training, and education.

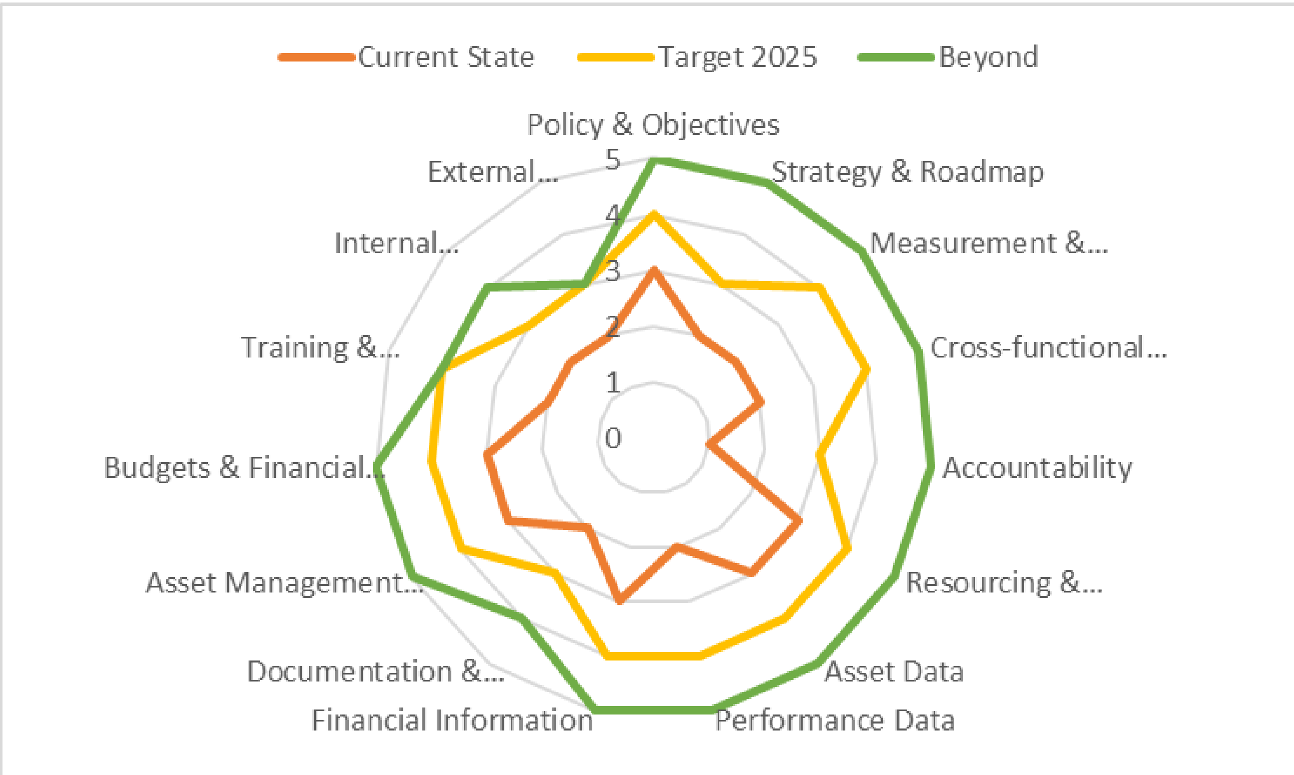
Each of the five competency areas is organized on a progressive scale of five levels. Each level is further broken down into three outcome areas. The outcomes describe milestones in asset management from initial investigation of practices to adoption, and eventually to full integration of asset management practices into daily routines. Each of these outcome areas need to be achieved by the entire organization before a level can be achieved. Examples of outcomes within the readiness scale are Policy and Objectives, Asset Data, Financial Information, Asset Management Plans, Training and Development, among others.

Various asset classes may progress in the competencies at different rates and be further along in some competencies than in others. Furthermore, some asset classes may be further along with asset management practices than others. The entire organization must achieve each outcome prior to advancing a level, meaning the overall rating should reflect the less advanced asset classes. The levels are useful in planning for improvement.

Once the Town achieves a Level 4 in the Asset Management Readiness Scale, the Town will be roughly aligned with the requirements of the ISO 55000 standard; which is a significant accomplishment. The ISO 55000 provides an overview of asset management, its principles and terminology, and the expected benefits from adopting asset management.

The Town’s asset management maturity has been measured in the readiness tool on several occasions during grant applications with the FCM. The latest maturity measurement and targets are provided in Figure 1. Please note, the readiness scale is intended for the Town of Blind River to measure progress and set goals, it is not intended to benchmark or compare progress of various municipalities. For further details on the readiness tool and the various competency outcomes and levels please visit: [https://fcm.ca/en/resources/mamp/tool-asset- management-readiness-scale](https://fcm.ca/en/resources/mamp/tool-asset-management-readiness-scale).

Figure 1: Asset Management Maturity



Currently, the Town’s asset management maturity score is a Level 2. As an example of what is required to improve, per the FCMs scoring criteria, the Training and Development Level is at a Level 2. To achieve a Level 4, an asset management training plan must be in place for **all** Town staff, even staff whose job descriptions do not include the operation or management of infrastructure assets. Currently, the approach to training and development is to implement proactive development training and role appropriate training for staff. If the Town were to develop a training plan and provide asset management training to all staff, the Training and Development score would move directly to a Level 5. A copy of the Asset Management Readiness Scale Assessment Tool is attached at Appendix C which outlines all the requirements to attain the various different levels.

The Town will continue to use this assessment tool to develop action plans and monitor progress towards greater asset management maturity.

1.3. Roadmap

The asset management roadmap outlines the actions, and time frames needed to implement and deliver asset management objectives. The key steps that must be performed to develop and implement effective asset management plans are detailed in Figure 2.

Within the asset management roadmap, the legislated phase 1 and 2 asset management plans are developed in steps 1 through 6 (Assess and Plan). The implement column represents requirements of the phase 3 asset management plan. Recently, activity has been focused on data collection and analysis to identify existing level of service, quantifiable risk, and infrastructure need. Over the next months, activities will be focused on the development of a sustainable financing strategy to achieve target level of service at an acceptable level of risk.

Figure 2: The Asset Management Roadmap

A) Assess	B) Plan	C) Implement
1. Framework • Asset Management Policy • Review Asset Management Practices • Develop Council Reporting	**4. Modeling** • Criticality • Failure Prediction • Climate Change Resiliency • Risk Management Framework	**7. Benchmark** • Target Level of Service Framework • Review Existing and Generate Additional Key Performance Indicators
2. Need and Gap Analysis • Data Availability • Data Collection Practices • Path to Improvement	**5. Prioritization** • Asset Lifecycle Planning and Optimization • Cost Benefit Analysis • Project Scheduling	**8. Sustainability Strategy** • Financing Strategy for Target Levels of Service • Plan to manage infrastructure within the Town's capaTown to renew and maintain assets, and accept the associated risk • Cost & Asset Tracking
3. Assessment • Data Analysis • Asset Performance • Legislative and Industry Standards • Levels of Service	**6. Financial Strategy** • Long-Term Needs • Capital expenditure and significant operating costs to maintain life cycle activities • Funding Gap • Future Demand	**9. Execution** • Monitor Performance of Asset Management Program

The asset management roadmap will be guided by the principle of continuous improvement, industry best practices, and regulatory requirements. Asset management planning is dynamic and must be continuously evolving to leverage opportunities and address upcoming challenges.

Milestones that have been and will be achieved within the asset management roadmap are provided in Table 1.

Table 1: Asset Management Roadmap Milestones		
Year	**Milestone**	**Actions**
2024	2nd Enterprise Asset Management Plan (Phase 2)	Include all core and non-core infrastructure. EAMP now includes all asset classes
2024-2025	Define Target Levels of Service	Prepare Level of Service options for Council review and selection
	Prepare Sustainability Strategy	Prepare investment and financing plan to achieve the targets directed by Council
2025	3rd Enterprise Asset Management Plan (Phase 3)	Complete compliance with O. Reg. 588/17
2026 & beyond	Continuous Improvement	Monitor the progress, achievements and needs of asset management planning Revise Enterprise Asset Management Plans, Strategies and Policy to reflect improvement objectives

1.4. Purpose of the Enterprise Asset Management Plan

The plan provides details to facilitate the best possible decisions regarding construction, operation, maintenance, renewal, replacement, expansion, and disposal of infrastructure assets while minimizing risk and cost and maximizing service delivery. The plan integrates several individual plans by asset class including Water, Wastewater, Storm Water Management, Roads and Transportation, Bridges and Large Culverts (included in Transportation), Fleet and Equipment, Fire Services, Parks & Recreation, and Buildings & Facilities.

The Enterprise Asset Management Plan is developed in accordance with Building Together – Guide for Municipal Asset Management Plans and *Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure, 2017* and the principles included in Section 3 of the *Infrastructure for Jobs and Prosperity Act, 2015*.

Asset management plans provide a framework that functions along with annual budgets and long-term financial plans to help understand the implications of budget and investment planning decisions on infrastructure. The 2024 Enterprise Asset Management Plan establishes a baseline of current asset management practices.

Asset class specific asset management plans are attached to the document in the appendices. Most asset class specific details such as current level of service, condition, risk exposure and financial need are provided in the appendices.

Also included within the appendices is the Strategic Asset Management Policy and the Asset Management Strategy. The strategy builds upon the principles set out in the Strategic

Asset Management Policy. The strategy provides practices that can be applied consistently across the Town of Blind River aimed to improve asset management and support the objectives of the roadmap.

The Enterprise Asset Management Plan is dynamic and will be revised and updated regularly as a minimum per legislative schedule or as significant revisions become available. Revisions are expected as the Town’s maturity in asset management planning progresses.

2. State of the Infrastructure

The Town of Blind River asset inventory serves various functions, but in all cases the assets are physical infrastructure assets that depreciate over time.

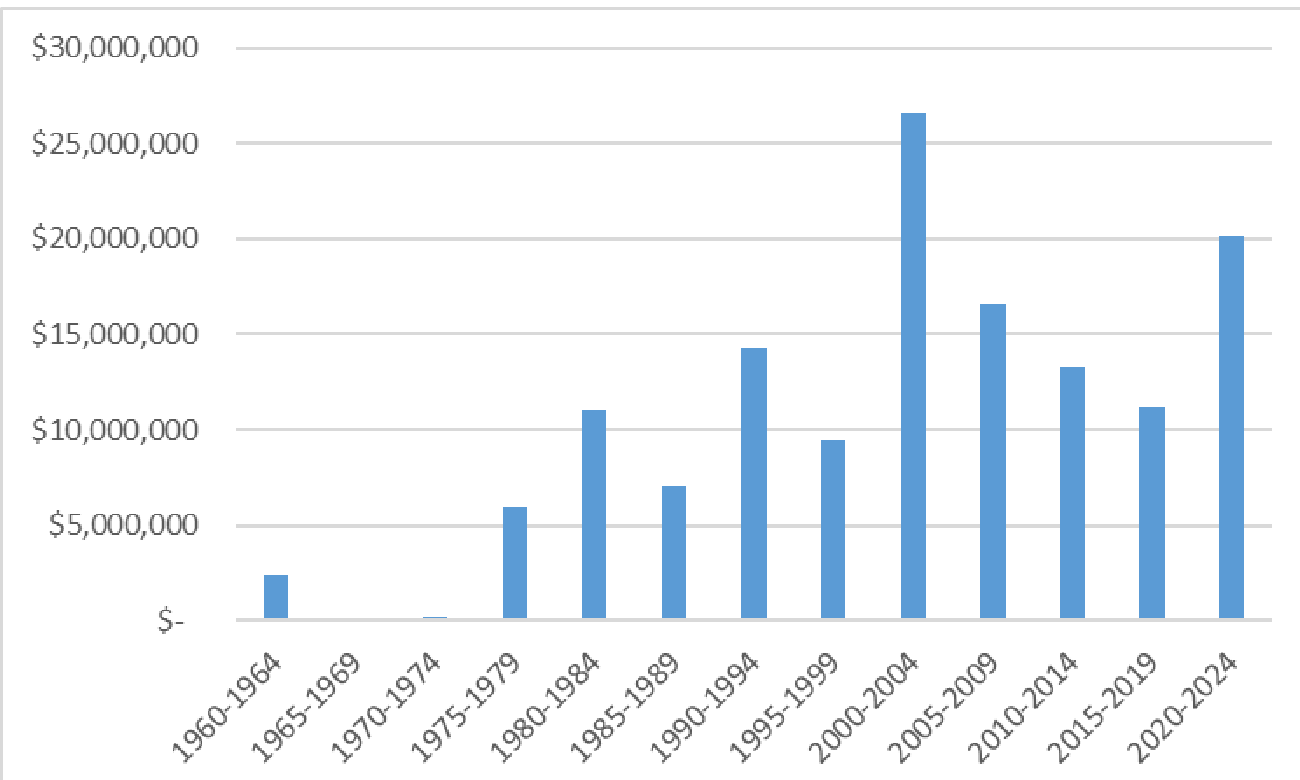
The State of the Infrastructure communicates the performance of infrastructure assets that are included in the Enterprise Asset Management Plan.

While the available asset data and information did not indicate that there are any major physical issues with the assets at the network level, normal degradation of assets will continue at the individual asset level and will require funding to address future needs. Leading up to 2024, the Town has greatly increased the maturity and availability of datasets for the major asset classes included in the State of the Infrastructure.

2.1. Asset Valuation

The Town has a historical capital investment of $138.4M (2024) invested into infrastructure assets that is detailed in Figure 3. The expenditure data to develop Figure 3 is managed within the Town's Tangible Capital Asset Database.

Figure 3: Asset Investment History for ALL Infrastructure (2024)



2.2. Asset Management Plans By Asset Class

The individual Asset Management Plans by asset class are attached as appendices to this report.

2.3. Future Demand

The entirety of the Town's infrastructure assets will continue to be monitored and benchmarked against future demand. The most significant future demand drivers are growth (which can be negative), the aging population and population health. The Town of Blind River should implement preventative measures in anticipation of the demand drivers. In some cases, the preventative measures may be linked through accompanying documents; for example, a Transportation Master Plan, a Water/Wastewater Master Plan, and policy initiatives. Preventative measures may include:

- Review of the Town's buildings and facilities and opportunities for economy of scale and multipurpose uses of existing facilities;
- An increase in capacity of water treatment and distribution along with sanitary sewer collection and treatment;
- Review of fleet and equipment usage and service requirements prior to replacement;
- Repurposing under-utilized facilities to address activities with greater need;
- Optimizing existing facility use through programming, strategic partnerships, and allocation processes to increase the potential of existing assets;
- Intensifying existing parks by adding new amenities as appropriate for the site and Town- wide service levels.

Further evaluation of the need and cost-benefit of each of the above strategies would need to be undertaken in the future.

2.4. Long-Term Financial Plan & Financing Strategy

Discussion relating to the long-term financial plan and financing strategy is attached at Appendix A.