

**DETAILED
ASSET
MANAGEMENT
PLAN**

2025



**Information Technology
& Transformation (ITT)**

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1.0 REPORT CARD

Chatham-Kent ITT Report Card



2,500
devices used
by 2,100 staff



32
business units
109 locations



95%
satisfaction
rating

Annual Funding Gap

\$1,784,020

Asset Renewal Ratio

66%

% of 10-Year Plan Funded

86%

Asset Summary

Assets



hardware

\$5,785,800



software

\$9,764,000

Assets



networking
infrastructure

\$5,038,000



servers

\$1,258,000



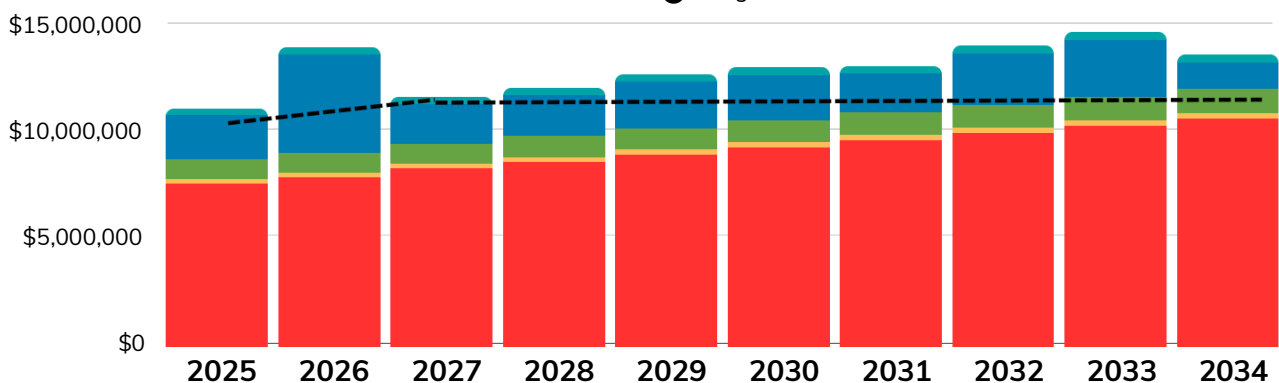
data
management

\$5,535,000

\$27.52M Total Replacement Cost

10Year Life Cycle Forecast

● Operations ● Acquisitions ● Maintenance ● Renewal ● Disposal
● Budget



Data Confidence

Low

Medium

High

2.0 INTRODUCTION

2.1 Background / Purpose of Service

The Municipality of Chatham-Kent has been using information technology since the 1980s. In the municipal sector, computers were first used for highly transactional data processing, such as financial services, and complex data calculations, like engineering services. The municipality has seen a substantial increase in the use of technology, which is now incorporated into all business operations and forms of communication.

The Information Technology & Transformation (ITT) team serves as the cornerstone for all municipal service delivery, assisting all staff members in gaining access to the data and technological resources they require to accomplish their jobs. Employees at every municipal facility, as well as our mobile workforces in Public Works, Police, Fire, and Emergency Services, employ information technology.

The ITT division is an innovation partner that offers the company strategic services and solutions. The division designs, plans, implements, supports, and continuously improves the corporation's information management, analytics, and technology.



This is Chatham-Kent ITT's 2025 Detailed Asset Management Plan (DAMP). Future iterations will see data improvements, and as asset management knowledge matures across Chatham-Kent, the breadth and scope of the plans will be refined to ensure they capture the total cost to deliver the ITT service. The plan is updated annually to ensure data quality improves to enable and support evidence-based decisions. This DAMP will have a ten-year planning horizon at the minimum and will connect fully to the Long-Term Financial Plan (LTFP) by 2027.



The ITT DAMP communicates the requirements for the sustainable delivery of services through the management of ITT assets, program delivery, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the entire planning period. The DAMP is to be read in combination with the other Chatham-Kent documents, which should include the Strategic Asset Management Policy, along with these other key planning documents:

- Corporate Technology Strategic Plan 2020 -2025
- Municipality of Chatham-Kent – Strategic Plan 2022-2026
- Riverview Gardens: IT Strategic Plan

ITT provides information, technology, and business service support to all municipal business units and governance bodies. The infrastructure assets covered by this DAMP include ITT asset infrastructure.

These assets are used to securely deliver service mandates and manage information in compliance with legislation.

Key stakeholders in preparing and implementing this DAMP are shown in **Table 2.1.1.**

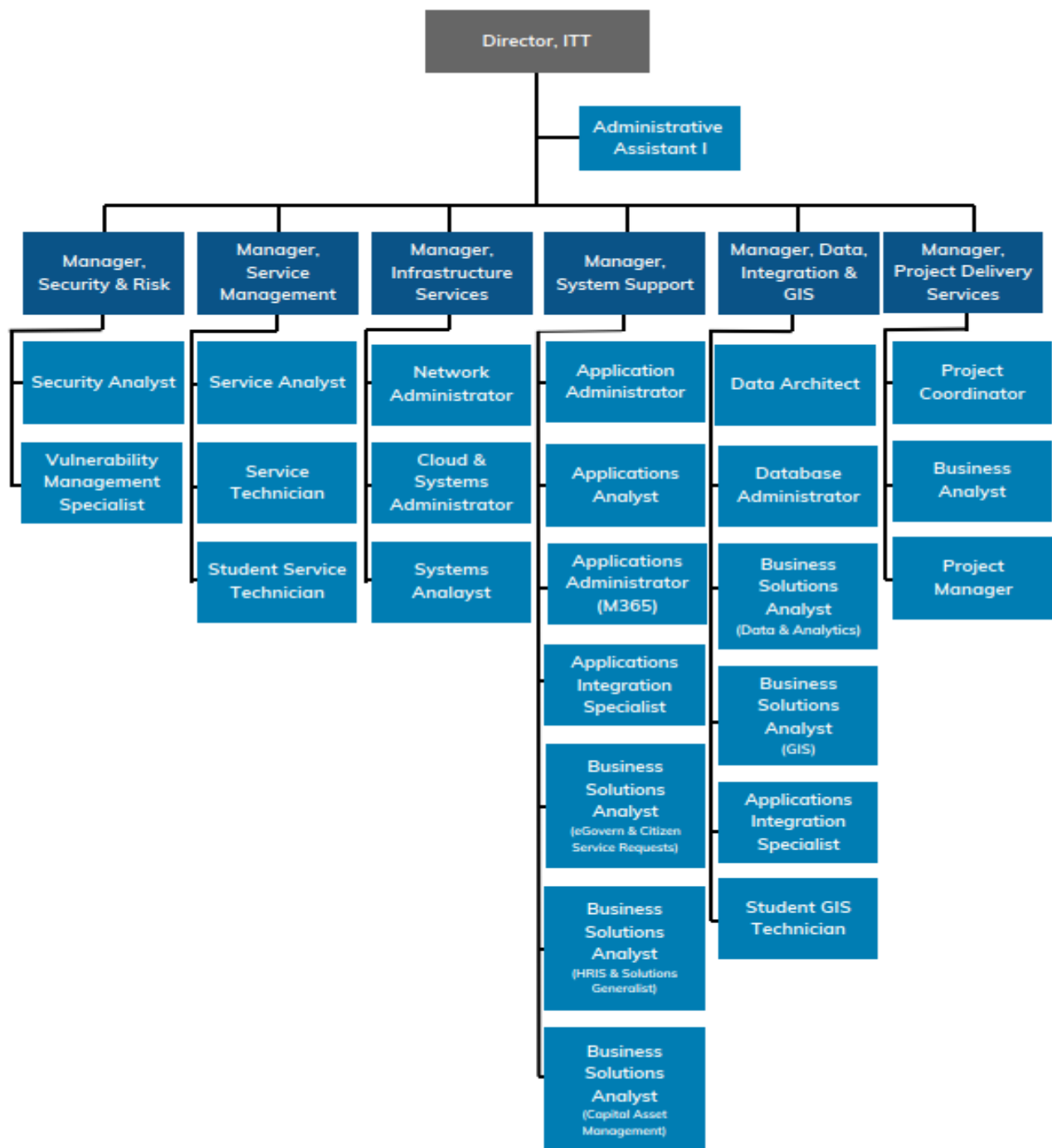
Table 2.1.1: Key Stakeholders in the DAMP

Key Stakeholder	Role in Asset Management Plan
Mayor and Council	- Acting as responsible stewards for municipal service delivery and the required infrastructure assets that support those services without compromising the success and health of future generations. - Ensure appropriate funding and resources are committed to deliver the infrastructure services as outlined in the DAMP in accordance with the level of service. - Allocate resources to meet planning objectives in providing services while managing risks. - Advocate for and champion the adoption of asset management principles within the organization.
Chief Administrative Officer	- Advocate for and champion the adoption of asset management principles within the organization. - Guarantee the availability of sufficient resources to foster the development of staff knowledge and skills, facilitating the implementation and ongoing enhancement of asset management practices. - CAO acts as an accountable executive for ITT.
General Manager and Director	- Championing the Asset Management Strategy integration across their departments to ensure Asset Management practices and methodologies are integrated and adopted. - Advocating for sufficient resources to ensure legislative compliance is achievable while meeting the defined Level of Service within each Detailed Asset Management Plan.
Management/ ITT Staff	Participating in Asset Management training and development opportunities to create and sustain Asset Management awareness across the municipality.

Key Stakeholder	Role in Asset Management Plan
	▪ Supporting the ongoing development of the Asset Management Strategy by adopting best-in-practice Asset Management activities and procedures. ▪ Assisting in developing Detailed Asset Management Plans through the continuous improvement initiatives and continued growth of asset knowledge. ▪ Adopt an evidence-based approach to asset planning that incorporates costs, risk, and performance across the entire lifecycle.
Asset Management Team	▪ Establish top-level priorities for the development of asset management and increase awareness of this function among staff and external contractors.
Community	▪ Engage in facilitated discussions to enable the municipality to comprehend the community's preferred level of service. ▪ Active engagement with the DAMP

ITT structure for service delivery from information technology infrastructure assets is detailed below.

Figure 2.1 Service delivery Organizational structure



2.2 Asset Hierarchy & Registry

An asset hierarchy provides a framework for structuring data in an information system to assist in data collection, information reporting, and decision-making. The hierarchy includes the asset class and component used for asset planning and financial reporting, as well as the service level hierarchy used for service planning and delivery.

The service hierarchy is shown in **Table 2.2.1** below:

Table 2.2.1: Asset Service Hierarchy

Service Hierarchy	Service Level Objectives
Data Security	No Significant Data Compromise
ITT infrastructure	Reliable with minimum breakdowns
Maintenance	Timely maintenance with minimum downtime

Asset Registry

These assets include servers, storage, software, networking equipment, telephones, conference room equipment, smartphones, tablets, and other communication devices. The ITT assets included in this DAMP are shown in **Table 2.2.2**.

Table 2.2.2: Service Assets

Asset Category	Description	Average Age	Average Condition	Average Estimated Service Life	Current Replacement Value
Hardware	(Laptops, desktops and communication on devices)	4-6 years	Good	varies	\$5,785,000
Software	Enterprise software	15-20 years	Good	Varies	\$9,764,000
Servers	Server hardware (including UPS systems)	6 years	Good	6 years	\$1,258,000
Networking Infrastructure	Routers, Switches, rack UPS systems	5 years	Fair	5 years	\$5,038,000
Data Management	Corporate GIS data	25 years	Good	varies	\$5,535,000
Fleet	Service vehicle	5 years	Good	5 years	\$140,000
Total					\$27,520,000

2.3 Asset Condition

In the absence of condition profile predictions, ITT mitigates this by having detailed analysis for assessing expected capital needs.

Condition is measured using a 1 – 5 grading system as detailed in **Table 2.3.1**. It is important that a consistent approach is used in reporting asset performance enabling

effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the DAMP results are translated to a 1 – 5 grading scale for ease of communication.

Table 2.3.1: Condition Grading System

Condition Grading	Description of Condition
1	Very Good: free of defects, only planned and/or routine maintenance required
2	Good: minor defects, increasing maintenance required plus planned maintenance
3	Fair: defects requiring regular and/or significant maintenance to reinstate service
4	Poor: significant defects, higher order cost intervention likely
5	Very Poor: physically unsound and/or beyond rehabilitation, immediate action required

The overall condition of the physical ITT assets (laptops, desktops, servers, networking, etc.) is Good to Very Good. Unlike most other types of assets owned by the municipality, these ITT assets, such as desktops and phones, have a short estimated useful life of 4 to 6 years. The condition was evaluated based on expert opinion and industry standards. It also occurs through routine maintenance program executions or problems reported by the user to the internal IT Helpdesk.

The overall condition of enterprise and line of business applications is Fair to Good. Enterprise and line of business applications have a useful life of between 5 and 20 years. Major enterprise systems require a significant capital investment for implementation and regular renewal to maintain over the 20-year lifecycle. Renewal cycles require engagement from technical and business subject matter experts and can interrupt operations in the business unit. Scheduling renewal activities can be challenging and can result in delays in maintaining service.

2.4 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resource to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in **Table 2.4.1**.

Table 2.4.1: Known Service Performance Deficiencies

Location	Service Deficiency
Functional Gap	Business unit system to integrate with ERP software to add value and increase the staff efficiency
Software need	Present software involves cumbersome manual efforts to perform duties
Website Functionality	Limited public service offering through online and apps

The above service deficiencies were identified in the Corporate Technology Strategic Plan 2020.

3.0 LIFECYCLE

The lifecycle management plan will detail how ITT plans to operate the assets at the agreed-upon levels of service by managing its lifecycle costs. These costs are categorized by lifecycle phases, which include acquisition, operations, maintenance, renewal, and disposal. It is a budget-based approach but will evolve into a full lifecycle approach by 2027, where appropriate.

3.1 Acquisition Plan

Acquisition reflects are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to ITT. Acquisitions are primarily driven by changing business unit requirements or changes in security requirements.

3.1.1 Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrades and new works should be reviewed to verify that they are essential to ITT's needs. The proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled for future work programs. The priority ranking criteria is detailed in **Table 3.1.1** below.

Sustainable and Resilient Technology Initiatives

- Annual investment in replacing equipment at the end of the planned lifecycle, including infrastructure, end-user devices, major and minor software upgrades and technology migrations.
- Investment in secure technology to support business continuity and resilience to service interruptions.

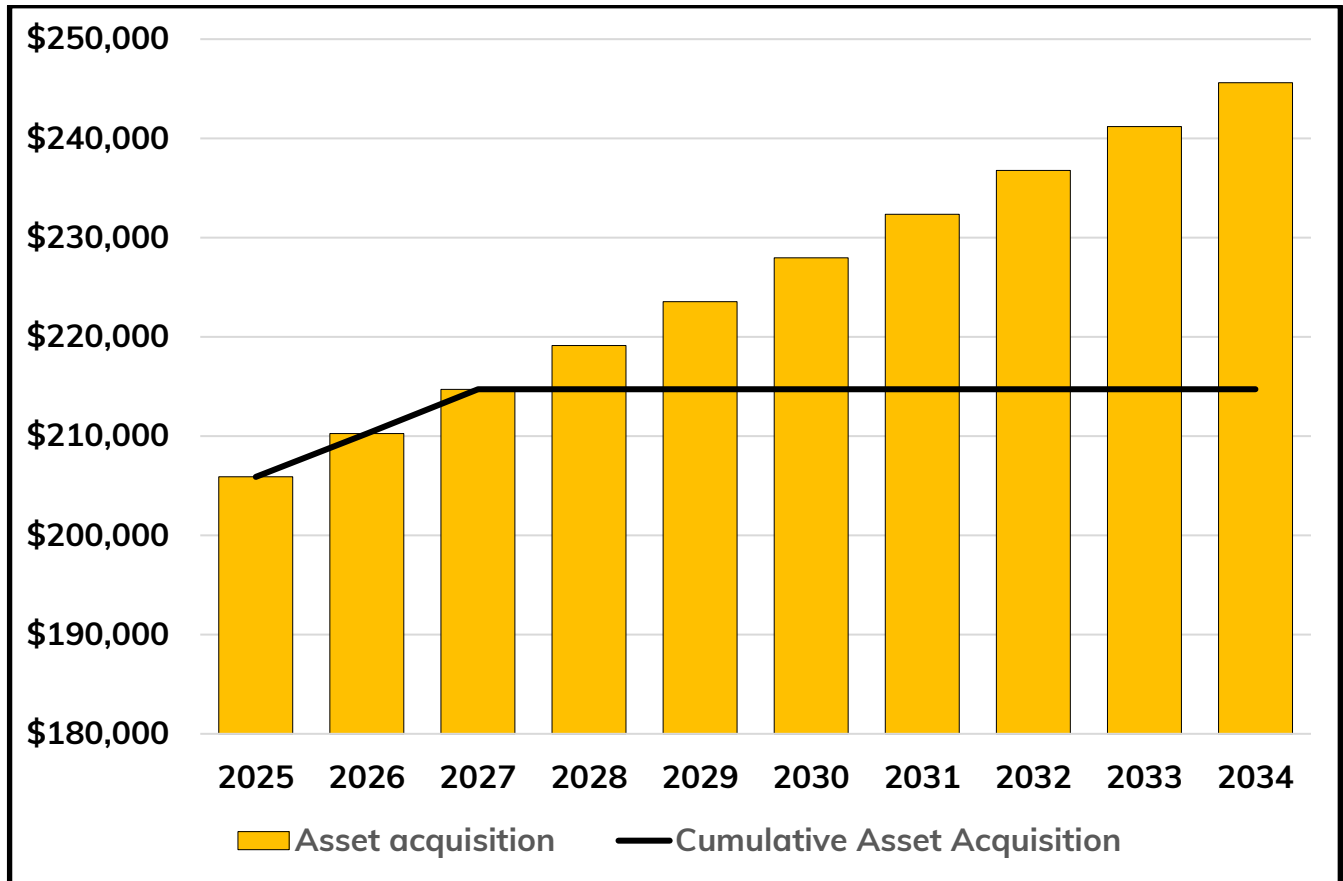
Table 3.1.1: Acquired Assets Priority Ranking Criteria

Criteria	Weighting
Cost (One-time/ Ongoing)/ ROI	20%
Alignment to strategic priorities	20%
Key compliance, regulatory or end of life issues	10%
Complexity	20%
Degree of Business Unit support & capacity	15%
Urgency	10%
Capability to do project	5%
Total	100%

Summary of future asset acquisition costs

Forecast acquisition asset costs are summarized in **Figure 3.1.2** and shown relative to the proposed acquisition budget.

Figure 3.1.2: Acquisition (Constructed) Summary



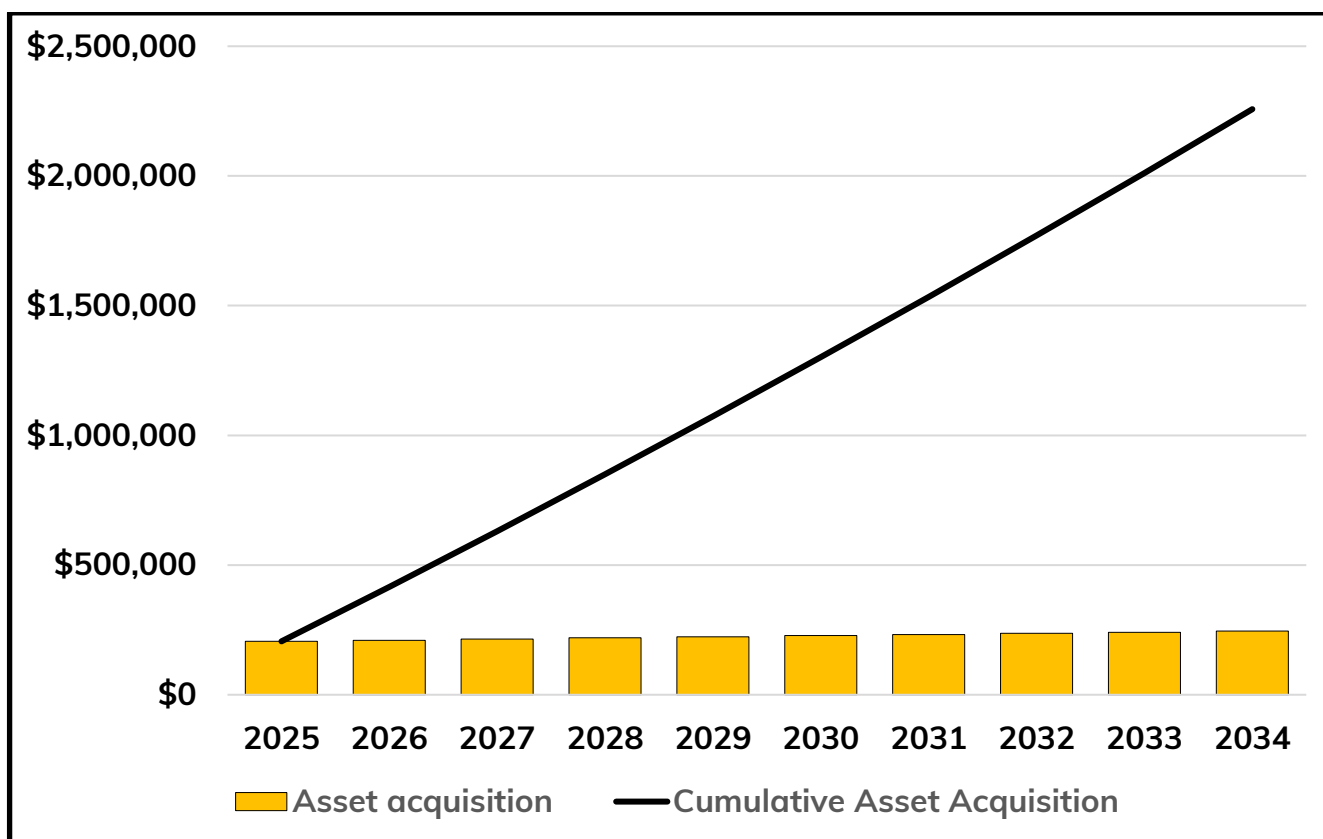
All values are shown in 2025-dollar value.

When Chatham-Kent commits to new assets, it must be prepared to fund future operations, maintenance, and renewal costs. When reviewing long-term sustainability, it must also account for future depreciation. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by ITT.

Expenditure on new assets and services in the capital works program will be accommodated in the Long-Term Financial Plan (LTFP), but only to the extent of available funding.

There is currently nominal acquisition cost in ITT related to expanding digital citizen service delivery. Most technology-related acquisition costs are tied directly to business unit service delivery changes and are part of service-specific asset management plans.

Figure 3.1.3: Acquisition Summary



All values are shown in 2025-dollar value.

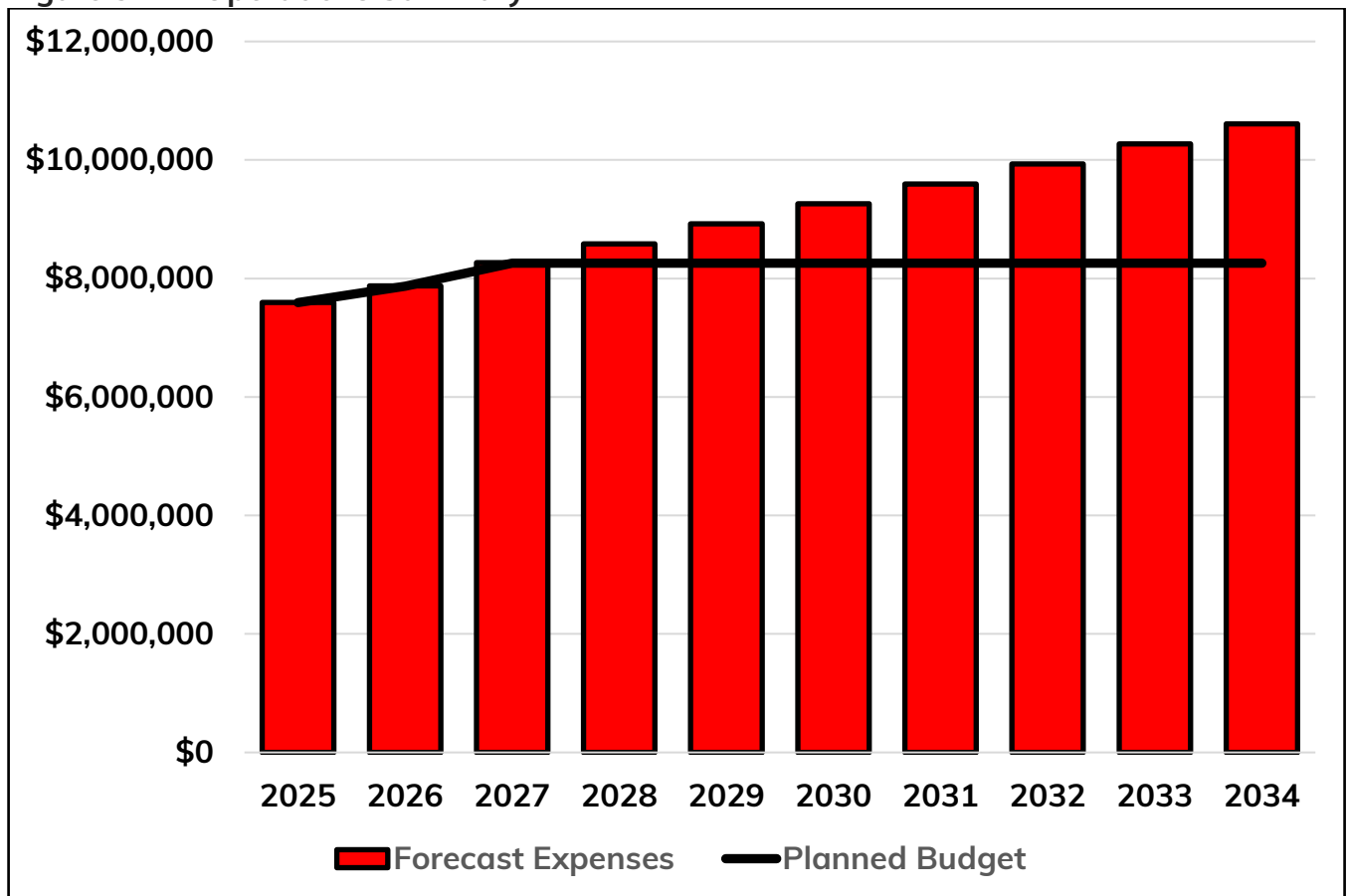
3.2 Operations Plan

Operations include regular activities to provide services. Examples of typical ITT operational activities include the activities to provide services such as IT Support, Data security, Data backup Cloud hosting, equipment procurement and staffing expenses.

Identified as an essential service within the municipality, technology and information management are critical for effective and efficient delivery of municipal services. ITT assists the corporation in selecting, implementing, sustaining, and continuously improving technology, information management and business processes to support best practice service delivery.

Technical training has been identified as an important investment by the Corporate Technology Strategic Plan, KPMG (KPMG LLP) Efficiency Report, Time and Attendance Assessment. Investing in the digital skills of employees will improve the citizen experience through improved efficiency and effectiveness and a focus on continuous improvement. **Figure 3.2.1** shows a summary of the forecasted operational costs and budget for ITT.

Figure 3.2.1: Operations Summary



All values are shown in 2025-dollar value.

Table 3.2.2: Operations Budget Trends

Year	Operational Budget
2025	7,616,100
2026	7,861,400
2027	8,157,500

All values are shown in 2025-dollar value.

Summary of forecast operations costs

Some of the service highlights identified in the ITT Business Plan and related to ITT's operational budget are listed below:

- Between 2023 and 2027, ITT will conduct 250 technology assessments, ensuring that the products and services procured by the organization comply with minimum technology, security, and business standards.
- The ITT team will provide technical support for over 2,500 municipal devices and 2100 employees (1300 office and 800 mobile workers).

Citizen Digital Service Delivery

- The ITT team will expand digital self-service and payment opportunities for citizen-facing government processes.
- Invest in open and transparent government through improved citizen access to municipal data and decision-making.
- Expand online interactions with Municipal information through the deployment of automated systems.
- Assess and implement a new integrated telephony solution.

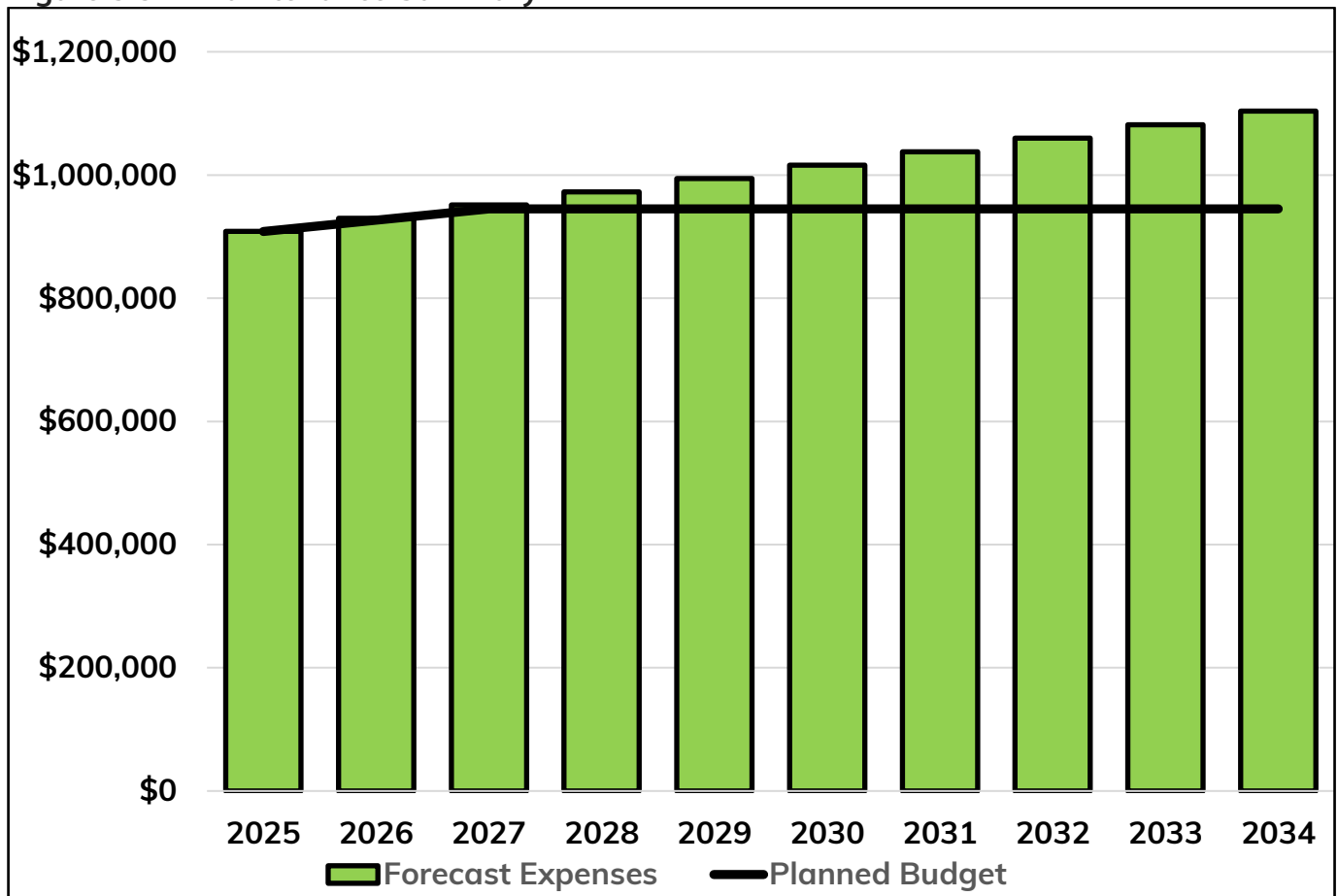
Continuous Improvement

- Conduct a Corporate Technology Strategic Plan update in 2026 to ensure that ITT initiatives and resources align with corporate strategy.
- Invest in business processes and improvements for major corporate technologies such as online collaboration, information management, finance, and human resources.
- Enhanced technology support for a mobile workforce.

3.3 Maintenance Plan

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular, ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include responding to end-user support issues and completing proactive software and hardware patching.

Figure 3.3.1: Maintenance Summary



All values are shown in 2025-dollar value.

Table 3.3.2: Maintenance Budget Trends

Year	Maintenance Budget
2025	853,700
2026	858,600
2027	841,400

All values are shown in 2025-dollar value.

Summary of forecast maintenance costs

Maintenance budget levels are adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and highlighted in this DAMP, and service risks are considered in the Infrastructure Risk Management Plan.

As a service provider to other municipal departments, ITT is responsible for maintaining Information Technology infrastructure such as computers, telephones, office equipment, and external computer consultants' costs. Maintenance is currently budgeted for the various service providers (engineering, police, libraries, etc.). In future iterations of the DAMP, it will be presented within the budget of the various service groups themselves. Staff assess and prioritize reactive maintenance using experience and judgement.

3.4 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces, or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model. The first method uses Asset Register data to project the renewal costs (replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or the second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or others).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in **Table 3.4.1**. Asset useful lives were last reviewed in May 2025.

Table 3.4.1: Useful Lives of Assets

Asset Sub-Category	Useful Life
Enterprise Software	15-20 Years (varies)
Business specific Apps/ Programs	4-12 Years (varies)
Servers	6 Years (average)
Networking Assets	5-7 Years (average)
Fleet vehicles	5 Years (average)
End User Devices (laptops, desktops)	5 Years (average)
Communication Devices	3 years (contract)

3.4.2 Renewal ranking criteria

The estimates for renewals in this DAMP were based on the asset register method.

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing software or hardware that is no longer supported)
- Ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a laptop)

It is possible to prioritize renewals by identifying assets or asset groups that:

- Have a high consequence of failure or lack of support in the industry
- Having high use and the subsequent impact on users would be significant
- Have higher than expected operational or maintenance costs
- Have the potential to reduce life cycle costs by replacing them with a modern equivalent asset that would provide the equivalent service

The ranking criteria used to determine the priority of identified renewal proposals is detailed in **Table 3.4.3**.

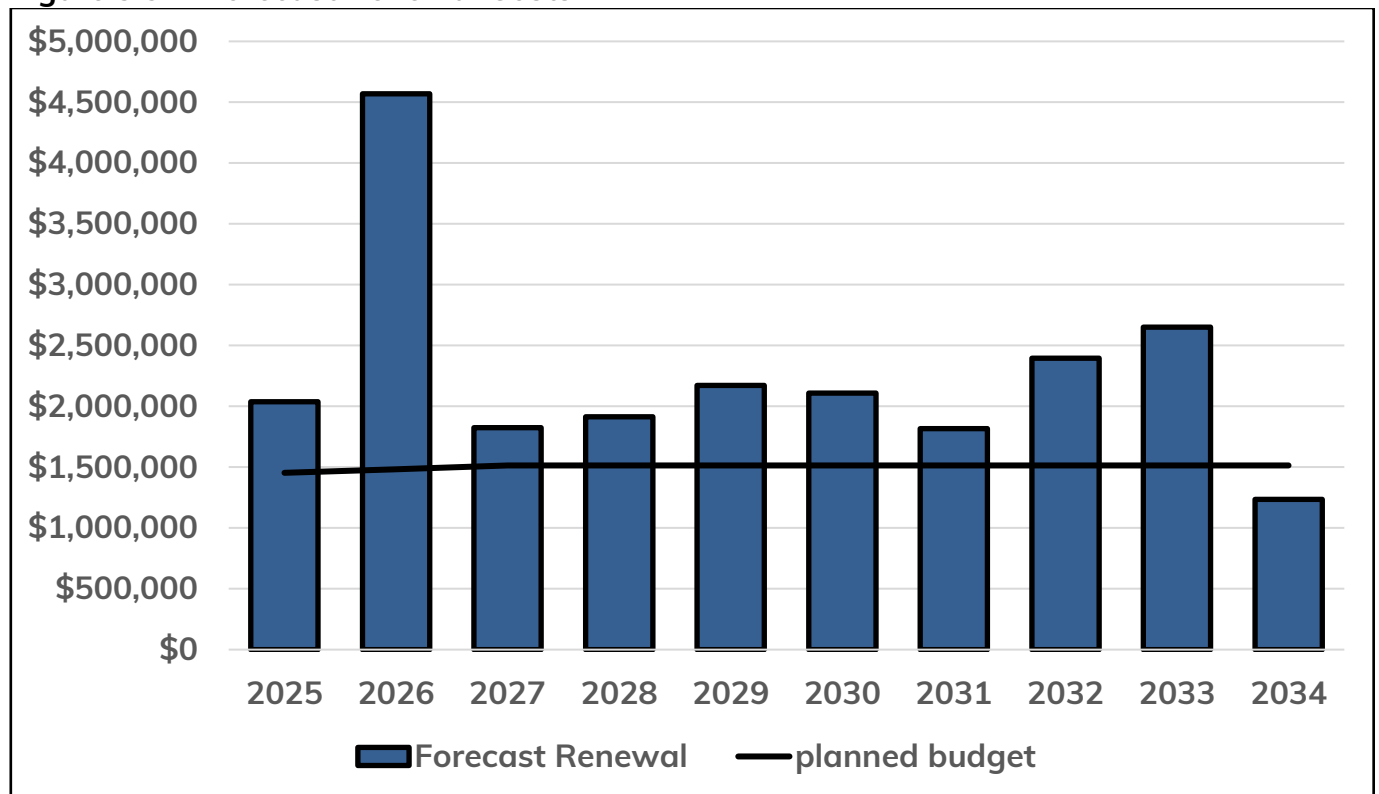
Table 3.4.3: Renewal Priority Ranking Criteria

Criteria	Weighting
Service Life	70%
Functionality	10%
New Technology	10%
Condition	5%
Legislative requirement	5%
Total	100%

3.5 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in **Figure 3.5.1**.

Figure 3.5.1: Forecast Renewal Costs



All values are shown in 2025-dollar value.

Renewal costs are well defined for major enterprise software and hardware systems. Uncertainty in renewal costs occurs as solutions move to vendor hosted cloud solutions, requiring a replacement of existing approaches with cloud services, and changing the renewal model. This moves more budget from renewal to operations as vendor hosted cloud solutions operate on a subscription model rather than the traditional capital investment and subsequent renewals. This will change the asset management approach for these technology assets.

Significant planned renewal projects include renewals of the Enterprise Resource Planning solution, Geographic Information System, eGovern solution, ITT Service Management solution, enterprise networking and server infrastructure, public website, point of sale, facilities booking and recreation program registration, printing infrastructure and telecommunications infrastructure.

3.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in **Table 3.6.1**. Any costs or revenue gained from asset disposals are included in the LTFP.

Table 3.6.1: Assets Identified for Disposal

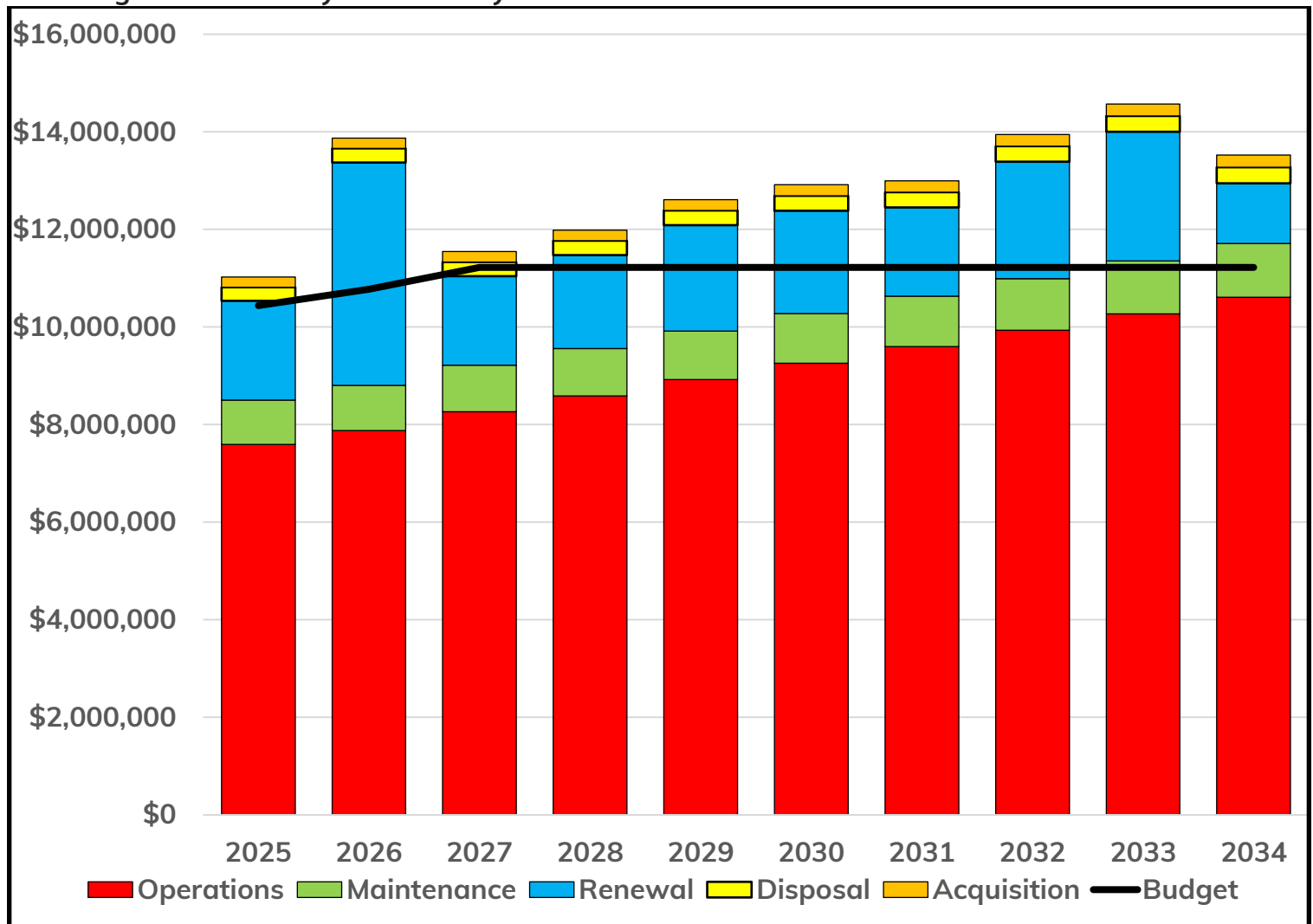
Asset	Reason for Disposal	Timing (years)	Disposal Costs
End User Devices	End of Lifecycle	5	\$20 per device
Servers	End of Lifecycle	6	\$320 per device
Networking devices	End of Lifecycle	5	\$320 per device
Software	End of license period	10-20	Varies

3.7 Summary of asset forecast costs

The financial projections from this asset plan are shown in **Figure 3.7.1**. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimize the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving a balance between costs, levels of service and risk to achieve the best value outcome.

Figure 3.7.1: Lifecycle Summary



All values are shown in 2025 dollar value.

ITT provides technology, information support, and business services to all corporate entities and local government organizations. System and data integration, project management, business analysis, hardware, mobility, printing, enterprise and line of business applications, and data and geographic information services are all supported by the team.

The forecasted lifecycle costs necessary to provide IT services over the **10-year** planning horizon is **\$108.10 million** which **\$10,810,000** is annually. This budget is essential for sustaining the current levels of service, including routine operation services, maintenance, and capital projects. However, the proposed funding falls short by **\$1,784,020** annually, covering only **86%** of the total forecast costs. This shortfall poses challenges in meeting the increasing demands and maintaining the desired service standards without additional financial resources.

The planned budget falls short due to the increase in overall lifecycle forecast costs from 2028 to 2034. The current financial allocation restricts ITT the ability to sustain and expand their services fully. This includes the maintenance and renewal of existing assets and the ability to meet evolving expectations of business units and community needs.

With increased funding, the municipality can maintain current ITT service levels, enhance operational activities, and expand capacity to meet future demands. The balance in budget will emphasize the importance of informed decision-making to balance service provision and financial sustainability in Chatham-Kent's ITT services.

4.0 LEVELS OF SERVICE

4.1 Legislative Requirements

Meeting legislative requirements should be the bare minimum level of service Chatham-Kent provides. These requirements often drive many lifecycle costs and staff tasks to ensure that Chatham Kent is compliant with all legislation that range from Federal to Provincial or Chatham Kent bylaws. There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the ITT service are outlined in **Table 4.1.1**.

Table 4.1.1: Legislative Requirements

Legislation	Requirement
Ontario Regulation (O. Reg.) 191/11: Integrated Accessibility Standards	Maintain all public-facing digital websites and applications to WCAG 2.0 Level AA requirements. Conduct regular self- audits using third party validation tools.
Ontario Underground Infrastructure Notification System Act, 2012	Provide technology support for requirements to provide information to Ontario 1 Call or Dedicated Locator regarding Underground Infrastructure
Municipal Freedom of Information and Protection of Privacy Act	Provide technology support for the protection of privacy of individuals with respect to personal information about themselves held by institutions and to provide individuals with a right of access to that information. Provide technology support to provide a right of access to information under the control of institutions
Canadian Anti-Spam Legislation (CASL)	Provide technology support to ensure municipal compliance and reinforce best practices in email marketing.
Personal Health Information Protection Act, 2004	Provide technology support for a health information custodian to take steps that are reasonable in the circumstances to ensure that personal health information in the custodian's custody or control is protected against theft, loss and unauthorized use or disclosure and to ensure that the records having the information are protected against unauthorized copying, modification, or disposal.

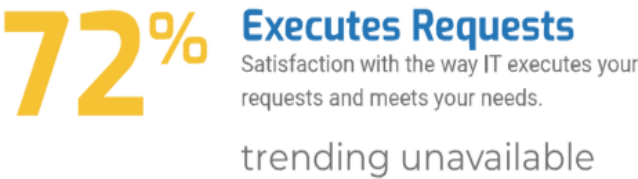
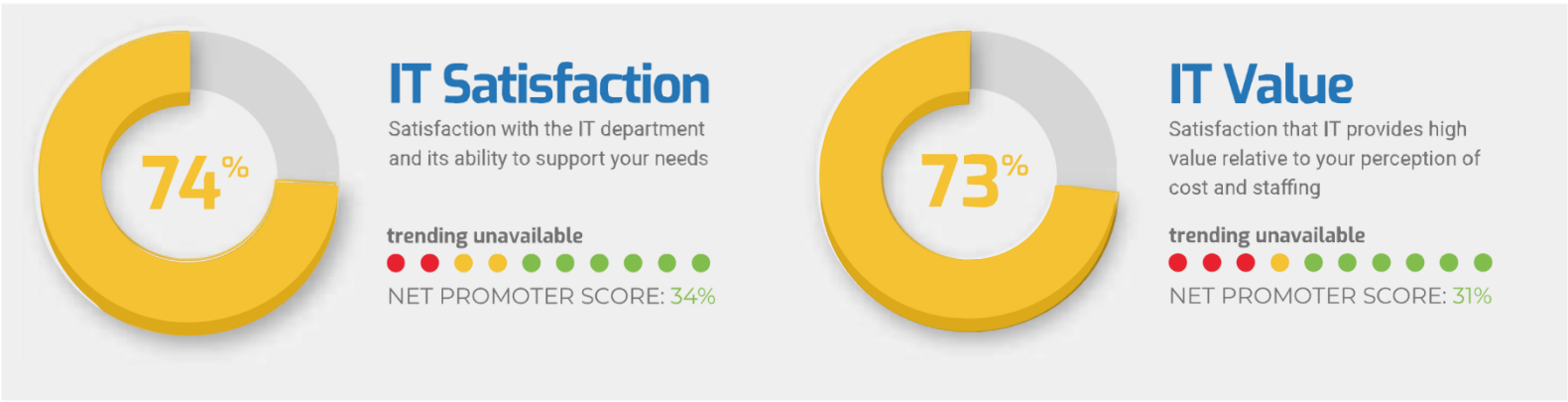
Levels of service describe the value ITT provides to the community and are typically spoken about in 'measures.' Utilizing service measures allows decision-makers to understand the outcome of investments and allows those making choices to clearly understand how a dollar more or less will impact ITT's ability to deliver its services. These measures also allow ITT to communicate with the public about the cost of the services they receive today and will be able to afford in the future. Service levels are defined in four ways: legislative compliance, customer values, customer levels of service and technical levels of service.

4.2 Customer Research and Expectations

This DAMP is prepared to facilitate consultation prior to the adoption of levels of service by Chatham-Kent Council. Future revisions of the DAMP will incorporate customer consultation on service levels and service costs.

This will assist Chatham-Kent Council and stakeholders in matching the required level of service, service risks and consequences with the customer’s ability and willingness to pay for the service. **Table 4.2.1** shows the ITT service alignment survey feedback from the internal staff in leadership positions.

Table 4.2.1: Customer Satisfaction Survey Levels



4.3 Customer Value

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

Customer Values indicate:

- what aspects of the service are important to the customer,
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

Table 4.3.1: Customer Values

Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Satisfaction	Internal Survey	74%	Upward
Service	Internal Survey	95%	No change
Value	Internal Survey	73%	Upward
Security Friction	Internal Survey	96%	No change

4.4 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

- **Condition** - How good is the service ... what is the condition or quality of the service?
- **Function** - Is it suitable for its intended purpose Is it the right service?
- **Capacity/Use** - Is the service over or underused ... does Chatham-Kent need more or less of these assets?

In **Table 4.4.1**, under each of the service measure types (Condition, Function, Capacity/Use), there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation. These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is unavailable or proportion of replacement value by condition percentages) to provide a balance compared to the customer perception that may be more subjective.

Table 4.4.1: Customer Level of Service Measure

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Condition of end user equipment	Asset condition (\$Value)	Good & very good	No Change
	Confidence levels		High (Based on expert opinion)	High
Function	Service provided by the ITT assets	Customer feedback	High (Feedback on the ITT tickets)	No change
	Confidence levels		High	High
Capacity	Staffing capacity Vs business demand/ project requests	Project resource management	Medium	Demand exceeding capacity and budget is likely to result in not having sufficient staff capacity to execute all requests
	Confidence levels		Medium	Medium

4.5 Technical Levels of Service

Technical levels of service describe how a service performs from the provider's point of view. They are quantified using metrics that relate directly to an asset or the service as a whole; however, these metrics are related to items that a customer would likely not be aware of. Technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – the activities to provide a higher level of service or support new service delivery (e.g. new infrastructure, procurement of software, etc.).
- **Operation** – the regular activities to provide services (e.g. IT Support, Data Security, Data backup, Cloud hosting, equipment procurement, staffing expenses, etc.)
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. Maintenance of Hardware, software maintenance, network infrastructure, Web apps and communication devices)

- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. renewal of hardware, software upgrades, security upgrades)

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.[1]

Table 4.5.1 shows the activities expected under the current 10-year Planned Budget allocation and the Forecast activity requirements recommended in this DAMP.

[1] IPWEA, 2015, IIMM, p 2|28.

Table 4.5.1: Technical Levels of Service

Lifecycle Activity	Level of Service Statement	Activity Measure	Current Performance	Recommended Performance
Acquisition	Acquisition of new technology / service	Project Success Rate	Fair. Prioritized projects compete for internal and external resources	Good. Projects completed within budget and on time
	Staff training	Completion of project specific training	Good. Sufficient to execute project training requirements	Good. Sufficient to execute project training requirements
Operation	Staffing procurement	Time from vacancy to filling position	Fair	Good. Implement automation to measure vacancy statistics
	Staff training	Compliance with annual security and technical training requirements	Good. Sufficient to execute mandatory training requirements	Good. Sufficient to execute mandatory training requirements
	Consultant Service	Consistent operational support for managed services	Fair. Consulting services have difficulty retaining technical resources causing challenges with operational support contracts	Good. Continue to assess consultant capacity to support operational commitments
	Utility cost	Utility Expense	Excellent	Maintain partnership for data centre provision
Maintenance	Staffing procurement	Time from vacancy to filling position	Fair	Good. Implement automation to measure vacancy statistics
	Staff training	Compliance with annual security and technical training	Good. Sufficient to execute mandatory training requirements	Good. Sufficient to execute mandatory training requirements

Lifecycle Activity	Level of Service Statement	Activity Measure	Current Performance	Recommended Performance
		requirements		
	Consultant Service	Consistent operational support for managed services	Fair. Consulting services have difficulty retaining technical resources causing challenges with operational support contracts	Good. Continue to assess consultant capacity to support operational commitments
Renewal	Significant upgrade to existing hardware/ software or service	Project Success Rate	Fair. Prioritized projects compete for internal and external resources	Good. Projects completed within budget and on time
	Staff training	Completion of project specific training	Good. Sufficient to execute project training requirements	Good. Sufficient to execute project training requirements
Disposal	Decommission of the end of lifecycle items	Asset inventory	Sufficient	Sufficient

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged that changing circumstances, such as technology and customer priorities, will change over time.

4.6 Proposed Level of Service

O.Reg 588/17 mandates that every municipality define its proposed level of service. The chart below illustrates the existing level of service compared to the proposed level. The planned budget reflects the funds currently available, while the required budget for the proposed level indicates whether an increase in funding is necessary to achieve the desired service level.

Level of Service Statement	Current LOS	Current Budget	Proposed LOS	Required to achieve the Proposed LOS
Chatham Kent will maintain its ITT assets in good conditions, on average over the 10-year planning horizon	Average conditions are good	\$10.81 million on average annually	Average condition is good	+ \$1.23 million annually
Chatham Kent will achieve its Asset Renewal Funding Ratio (ARFR) sustainability target of 74 % over the 10-year planning horizon	66 % (ARFR)	\$12.1 million on average annually (for renewal activities only)	74 % (ARFR)	+ \$700,000 annually

5.0 FUTURE DEMAND

5.1 Demand Drivers

Drivers affecting demand include population change, regulations, demographic changes, seasonal factors, consumer preferences and expectations, technological changes and trends economic factors, environmental awareness, etc.

5.2 Purpose Statement

This DAMP is prepared under the direction of the Corporate Technology Strategic Plan 2020 -2025 vision, mission, goals, and objectives.

The vision of ITT aligns with the overall vision of the municipality. The ITT vision drives the Corporate Technology Strategic Plan and the strategic priorities and therefore directs where ITT focuses its resources.

Our vision is: An innovation partner providing strategic services and solutions.

ITT has made some significant gains in providing value and has achieved a great amount of success from a strategic and operational perspective. As per the Corporate Technology Strategic Plan 2020, some of the value that ITT created for the municipality prior to 2020 included:

- Creating an expansive network that can scale over time
- Assembling a team of skilled professionals with access to training
- Managing a large project portfolio with one Project Manager
- Implementing a highly virtual server environment
- Providing a highly available and stable environment (server, storage)
- Implementing security practices to improve corporate data security posture
- Integrating corporate systems
- Developing applications to address niche business unit needs
- Standardizing IT assets
- Implementing robust monitoring and configuration management software
- Delivering a high customer satisfaction service desk

Strategic goals have been set by the Council. The relevant goals and objectives and how these are addressed in this DAMP are summarized in **Table 5.2.1**.

Table 5.2.1: Goals and how these are addressed in this Plan

Goal	Objective	How Goals and Objectives are addressed in the DAMP
Deliver Excellent Service	Increase the effective use of technology to improve service delivery	Continue to build and maintain a high-performing and secure digital environment. Planning and long-term management of these assets is essential to the sustainability of these services
Maintain Financial Sustainability	Through Service Level Agreements, identify service level efficiencies and opportunities to ensure	Continuously improve fiscal management of information technology solutions through planned upgrades

Goal	Objective	How Goals and Objectives are addressed in the DAMP
	proper costing of performed services, and continue exploring partnerships and shared-service opportunities	
Promote Safety & Well-Being	Support Vulnerable Community Members & Emergency Preparedness	Maintain corporate information for 911 dispatch and emergency response including addresses, roads and parcel information. Support technical and data infrastructure required for Next Generation 9-1-1. Support technology requirements for municipal housing services
Coordinate Emergency and Health Services	Reliable and technologically supported space for emergency meetings	Enterprise Disaster Recovery Implementation and reliable and technologically supported space for emergency meetings
Create an Inclusive Community	Promote Accessibility for Ontarians with Disability Act (AODA) compliancy in technology	Conduct accessibility technology audits of all public facing Municipally owned and operated websites and applications
Enhance Recreational Opportunities	Support technology for access to recreation program and facilities booking with streamlined customer experience for self-service and payment	Conduct assessments on recreation program and facilities booking technology to ensure systems are delivering value and meeting customer expectations for citizen self-service digital service delivery. Expand use of citizen digital single-sign-on initiative for seamless customer experience

Goal	Objective	How Goals and Objectives are addressed in the DAMP
Grow Our Community	Improve access to wireless internet within the downtown core	Build and maintain relationships with private and public entities to support broadband services in Chatham-Kent, including the downtown core
Ensure Environmental Sustainability	Promote the use of technology to implement sustainable infrastructure	Continue to implement data warehouse and business intelligence solutions to store and maintain accurate asset information to support informed decision-making. Provide business and location analysis for projects with environmental impacts

5.3 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

5.4 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in **Table 5.4.1**.

Demand for new services will be managed through a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in **Table 5.4.1**. Further opportunities will be developed in future revisions of this DAMP.

Table 5.4.1: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Staff availability	40 Full time employees	46 Full time employees	Change in volume of software solutions and demand for support	Adjust ITT procurement and staffing levels based on optimal ratio identified in Corporate Technology Strategic Plan (current 1.9% of total FTE count)
Minimum Technical Security Standards	Based on industry best practice for minimum acceptable technology	Anticipate this will continue to increase and evolve requiring continuous improvement	Continuous training of technical staff to maintain current skills. Ongoing investment in technology and vendor management to ensure compliance	Annual review of Minimum Technical Security Standards. Vulnerability Management Policy to ensure organization remains current and eliminates unsupported environments. Annual investment in

				ITT training plan. Continuous audit of vendor managed systems and vendor management to ensure compliance
Legislation /by-laws	Compliant with legislation and by-laws	Compliant with legislation and by-laws	Continuous review of applications and systems to ensure they are compliant with legislative and by-law changes. Primarily impacts external facing web services and legislated processes such as building permits and planning applications	Continuous accessibility audits of external facing services. Coordination with business units for changes that impact the configuration of internal or external facing applications
Change in Services Needed by Customers	Support all business units in their delivery of service	Support all business units in their delivery of service	Change in types of services delivered by the municipality have an impact on the technology used by the organization. Addition or elimination of services changes the hardware, applications and services delivered by the ITT team	Project Intake process for changes to service delivery mandates. Budget process includes changes in technology support, both one-time and annually

5.5 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Acquiring new assets will commit ITT to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan.

6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines. Risk Management is defined in ISO 31000:2018 as: ‘coordinated activities to direct and control with regard to risk’.

Chatham Kent is developing and implementing a formalized risk assessment process to identify risks associated with service delivery and to mitigate risks to tolerable levels. The assessment will identify risks that will result in:

- loss or reduction in service
- personal injury
- environmental impacts
- a ‘financial shock’
- reputational impacts
- other consequences

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks deemed non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarized in **Table 6.1.1**. Failure modes may include physical failure, collapse or essential service interruption.

Table 6.1.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Data Security Service	Almost certain	Data can be lost, either through unintentional disclosure by an individual or technical compromise.
Server/Switch/Router/Network Infrastructure	Rare	Loss of infrastructure that supports electronic services
All Information Technology Systems	Almost certain	Ransomware Attack can make all

Critical Asset(s)	Failure Mode	Impact
		technology inaccessible to employees. The scale of the impact has been minor to date

By identifying critical assets and failure modes an organization can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

The risk management process used by Chatham-Kent is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks. The process is based on the fundamentals of International Standard ISO 31000:2018.

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, the development of a risk rating, the evaluation of the risk and the development of a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the infrastructure risk management plan. **Table 6.2.1** shows the initial asset registry risk assessment completed for the DAMP. Future iterations of the risk assessment will include residual risk and treatment costs of implementing the selected treatment plan. These critical risks and expenses must be reported to management and the council.

Table 6.2.1: Risks and Treatment Plans

Asset Providing the Service	What can Happen	Risk Rating	Existing controls
Data Security Services	Data can be lost, either through unintentional disclosure by an individual or technical compromise	High	Training of municipal employees on privacy legislation and proper use of technology
Server/Switch/Router/Network Infrastructure	Loss of infrastructure that supports electronic services	Low	24/7 monitoring advanced fire suppression, dual access control
All Information Technology Systems	Ransomware Attack can make all technology inaccessible to employees. Likelihood is certain (it happens frequently). The scale of the impact has been minor to date	High	Security Incident Event Monitoring, Incident Response Plans, Pro-Active Security posture
Information Technology & Transformation Services	Inability to recruit resources with the experience and training to support the technology.	Medium	Ongoing training of existing employees Market Adjustment for ITT positions in high demand

6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to

customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand and to respond to disruptions to ensure continuity of service.'

Chatham-Kent does not currently measure its resilience in ITT service delivery. This will be included in future iterations of the ITT DAMP.

6.4 Service and Risk Trade-Offs

The decisions made in adopting this DAMP are based on the objective to achieve the optimum benefits from the available resources.

6.4.1 What cannot be done

There are some operations and maintenance activities and capital projects that the ITT team will not achieve within the next 10 years without a fully funded asset management plan. These include:

- Renewal of all enterprise technology.
- Upgrade of all business specific information technology tools, applications and data.
- Achieving service level objectives for system availability, reliability and security.
- Achieving service level objectives for customer responsiveness and resolution.

6.4.2 Service trade-off

If forecast work (operations, maintenance, renewal, acquisition or disposal) cannot be done due to available resources, this will result in service consequences for users. These service consequences include:

- Inadequate staff capacity to support all municipal operational needs
- Limited technical support capacity
- Unable to upgrade or replace the end of lifecycle technology resulting in unsupported and insecure infrastructure and applications
- Insufficient training may result in low adoption, and staff continue to use manual processes and lack awareness of cyber-attacks targeting end user behavior.

6.4.3 Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may sustain or create risk consequences. These risk consequences include:

- Limited technology to support business needs.
- Inadequate information to support decision making.

- Inability to recruit resources with experience and training to support the technology.
- Impact to the municipal reputation.

These actions and expenditures are considered and included in the forecast costs, and where developed, the Risk Management Plan.

7.0 Climate Change Adaptation

The impacts of climate change may significantly impact the ITT assets Chatham-Kent manages and the services they provide. In the context of the Asset Management Planning process, climate change can be considered both a future demand and a risk.

How climate change impacts assets will vary depending on the location and the type of services provided, as will how the ITT responds to and manages those impacts. At a minimum, ITT will consider how to manage its existing assets, given the potential climate change impacts on the region. The impacts of climate change may significantly impact the assets Chatham-Kent manages and the services it provides. This can include:

- Impacting Asset Lifecycle Costs
- Affect the level of service that can be provided
- Increase demand for services
- Impact Risks involved with delivering services

In the Asset Management Planning process, climate change can be considered a future demand and a risk. Risks and opportunities identified to date are shown in **Table 7.1**.

Table 7.1 Managing the Impact of Climate Change on Assets and Services

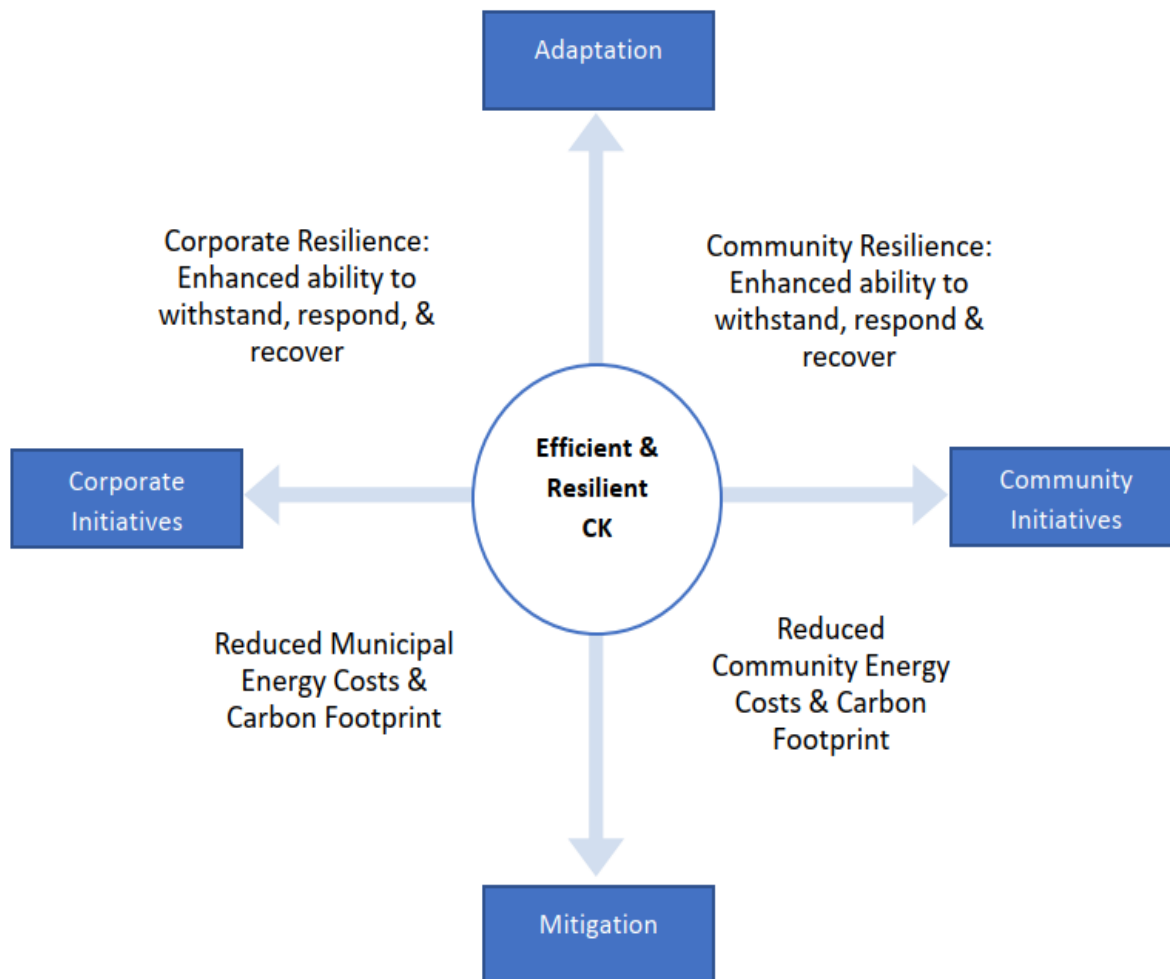
Climate Impact (Assets level or Service level)	Projected Position (in 10 years)	Potential Impact on Assets & Services	Climate Management Plan
ITT services impact to overall corporate climate change goals.	TBD	Chatham-Kent equipment is not carbon neutral and the procurement and operation of technology equipment impacts our carbon footprint	Existing data center is LEED Gold certified. Add climate mitigation to procurement efforts such as procuring from vendors who meet minimum ESG standards. Procure energy from carbon neutral sources
Increase in extreme weather events i.e. storms	Increase in frequency and severity	Impacts availability of technology at data center and municipal	Deploy laptops to all employees that can work in more than one location. Uninterrupted power

		locations. Increased costs to procure data center services with increased power redundancy	supplies deployed in infrastructure cabinets and critical desktop locations for short term outages and power surges. Data Centers have redundant power supplies as well as backup generators. Critical municipal locations have backup generators
Increase in extreme weather events i.e. storms	Increase in frequency and severity	Inability to use municipal locations due to damage to buildings or lack of essential services at locations	Deploy laptops to all employees that can work in more than one location. Evaluate services that must be provided in one location for redundancy
Increase in extreme weather events i.e. storms	Increase in frequency and severity	Need for larger investment in permanent EOC equipment as staff are deployed to EOC more frequently or for longer terms. Increased demand on 24/7 ITT support for emergencies (Especially impacts Service Desk and GIS areas of ITT)	Working with Fire & Emergency Services to implement permanent EOC location with permanent equipment at location. Develop contingency plan for alternative location. Laptops deployed to all critical EOC team members. Develop contingency plan for support of EOC
Annual Precipitation increase Annual Very Hot Days,	+45mm annually +20 days, annually Increase in	Increased demand for software applications, data structures and analysis that identifies vulnerable persons.	Work with third party vendors to ensure vulnerable person registry is applied in software where

(+30 degrees Celsius), increase in extreme weather events	frequency and severity	Higher levels of security for vulnerable personal information	applicable and conduct Privacy Impact Assessments to ensure personal information is protected in business process and technology
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Figure 7 below is a summary of the goals of the climate change action plan currently being developed. This climate change action plan will be a corporate and community plan that will be presented in future iterations of the DAMPs.

Figure 7: CK Climate Change Action Plan goals



Based on the Climate Atlas of Canada, historical climate patterns show that CK's climate has become hotter, wetter and wilder over the last 6 decades and this trend is expected to continue.

Hotter: Average annual temperatures have risen by 0.5°C and are expected to rise between 3.5°C and 5.8°C by the 2080s.

Wetter: Average annual precipitation has increased by 49.8mm (1.96in) and is expected to increase between 78mm (3in) and 127mm (5in) by the 2080s.

Wilder: Rainstorms have increased in frequency and severity and seasonal precipitation patterns have changed and this is expected to continue.

“From 1983 to 2008, insurers spent on average \$400 million yearly on catastrophic claims; since 2009, the yearly average has risen to almost \$2 billion. These "once in 100 years" events are happening more frequently and are becoming more severe and more costly.” (Statistics Canada, 2024)

Additionally, the way in which we construct new assets should recognize that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change.
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this DAMP.

8.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this DAMP. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

8.1 Financial Sustainability and Projections

8.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the DAMP for this service area. The two indicators are the:

- **Asset Renewal Funding Ratio** (proposed renewal budget for the next 10 years / proposed renewal outlays for the next 10 years shown in the DAMP), and
- **Lifecycle Funding Ratio** (proposed lifecycle budget for the next 10 years / proposed lifecycle outlays for the next 10 years shown in the DAMP).

Asset Renewal Funding Ratio - 66%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years, we expect to have **66%** of the funds required for the optimal renewal of assets. The forecast renewal works along with the proposed renewal budget, and the cumulative shortfall where one exists, is illustrated in **Section 3**.

Lifecycle Funding Ratio - 86%

This DAMP identifies the forecast operations, maintenance, and renewal costs required to provide an agreed-upon and affordable level of service to the community over 10 years. This provides input into 10-year financial and funding plans aimed at sustainably providing the required services. This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10-year planning period is **\$12,369,000** on average per year.

The proposed (budget) operations, maintenance and renewal funding is **\$10,810,000** on average per year giving a 10-year funding shortfall of **\$1,784,000** per year. This

indicates that **86%** of the forecast costs needed to provide the services documented in this DAMP are accommodated in the proposed budget. Note, that these calculations exclude acquired assets.

Funding an annual funding shortfall or funding 'gap' cannot be addressed immediately. The overall gap in funding for each of Chatham-Kents' services will require vetting, planning, and resources to begin incorporating gap management into future budgets. This gap will need to be managed over time to reduce it sustainably and limit financial shock to customers.

Options for managing the gap include:

- **Financing strategies** – increased funding, grant opportunities, envelope funding for specific lifecycle activities, long-term debt utilization.
- **Adjustments to lifecycle activities** – increase/decrease maintenance or operations, increase/decrease frequency of renewals, extend estimated service life, limit acquisitions or dispose of underutilized assets; and,
- **Influence level of service** - managing expectations or influencing demand drivers.

8.2 Forecast Costs (outlays) for the long-term financial plan

A gap between the forecast outlays and the amounts allocated in the financial plan indicates that further work is required to review service levels in the DAMP and/or financial projections in the LTFP. The initial DAMP only attempts to quantify the financial gap for the service. Future plans will focus on the methods and strategies to manage that gap over time to achieve sustainable services and intergenerational equity.

Chatham-Kent will manage any 'gap' by developing this DAMP, which will provide guidance on future service levels and resources required to provide these services in consultation with the community. **Table 8.2.1** shows the forecast costs (outlays) required for consideration in the 10-year LTFP. Providing services in a financially sustainable manner requires balancing the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the LTFP.

Table 8.2.1: Forecast Costs (\$ outlays) for the Long-Term Financial Plan

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2025	206,000	7,593,000	908,000	2,037,000	279,000
2026	210,000	7,875,000	930,000	4,569,000	284,000
2027	215,000	8,266,000	951,000	1,826,000	290,000
2028	219,000	8,585,000	973,000	1,914,000	296,000
2029	224,000	8,922,000	994,000	2,171,000	301,000
2030	228,000	9,259,000	1,016,000	2,109,000	307,000
2031	232,000	9,596,000	1,038,000	1,817,000	313,000
2032	237,000	9,933,000	1,060,000	2,396,000	318,000
2033	241,000	10,271,000	1,082,000	2,651,000	324,000
2034	246,000	10,608,000	1,104,000	1,235,000	330,000
Total	2,258,000	90,908,000	10,056,000	22,725,000	3,042,000

All figure values are shown in 2025-dollar values.

8.3 Funding Strategy

The proposed asset funding is detailed in Chatham-Kent's multiyear budget and LTFP. These operational and capital budgets outline the provision of funds, which are incorporated into the DAMP. The DAMP details the expenditure timeline and associated service and risk implications. Subsequent versions of the DAMP will offer service delivery choices and alternatives to optimize the use of limited financial resources.

8.4 Valuation Forecasts

8.4.1 Asset valuations

Asset values are forecast to increase as additional assets are added to the service. As projections improve and are validated with market pricing, net valuations will likely increase significantly over the 10-year planning horizon. Additional assets will increase operations and maintenance costs in the longer term and future renewal costs. Any additional assets will also add to future depreciation forecasts.

Any asset disposals would decrease operations and maintenance needs in the longer term and remove the high-cost renewal obligations. At this time, it is not possible to separate the disposal costs from the renewal or maintenance costs; however, this will be improved for the next iteration of the plan. The best available estimate of the value of assets included in this DAMP is shown below in **Table 8.4.2**.

Table 8.4.2 Asset valuation

Assets Valuation	Financial Value
Replacement Cost (Gross)	\$27,521,000
Depreciable Amount	\$27,521,000
Current Replacement Cost	\$13,648,000
Annual Depreciation Expense	\$2,402,000

The assets are valued utilizing Current Replacement Cost (Market Prices Index)

8.5 Key Assumptions Made in Financial Forecasts

In compiling this DAMP, it was necessary to make some assumptions. This section details the key assumptions made in the development of this DAMP and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this DAMP are:

- Shared ITT assets are not included in this DAMP
- Costs of technology will remain relatively stable
- The Installation dates are not available for all assets
- ITT resourcing is not adequate to maintain the asset replacement cycle
- The asset valuation is low confidence for this DAMP
- Future technology additions will be fully funded for capital and lifecycle costs

8.6 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this DAMP are based on the best available data. For effective asset and financial management, the information must be current and accurate. Data confidence is classified on an A-E level scale per **Table 8.6.1**.

Table 8.6.1: Data Confidence Grading System

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations and analysis, were documented properly and agreed as the best method of assessment. The dataset is complete and estimated to be accurate $\pm 2\%$.
B. High	Data based on sound records, procedures, investigations and analysis, is documented properly but has minor shortcomings, for example, some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. The dataset is complete and estimated to be accurate $\pm 10\%$.
C. Medium	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$.
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$.
E. Very Low	None or very little data held.

The estimated confidence level for and reliability of data used in this DAMP is shown in Table 8.6.2.

Table 8.6.2: Data Confidence Assessment for Data used in DAMP

Data	Confidence Assessment	Comment
Demand drivers	High	Governed by the Corporate Technology Strategic Plan 2020. A structured project management framework is in place to prioritize and schedule new initiatives. The budget process controls addition of positions and related technology capital and lifecycle costs.
Growth projections	Medium	Governed by the Corporate Technology Strategic Plan 2020. The multi-year budget projects changes in FTE count for end user device management. The multi- year budget identifies new initiatives requiring technology support and ties to the project management framework governed by the executive management team.
Acquisition forecast	Medium	ITT Operating Budget. All acquisitions are forecasted in the multi-year budget process. Unexpected, legislated changes will impact the acquisition of new technology services. In addition, there may be a large volume of requests in year one of each multi-year budget exercise.
Operation forecast	High	ITT Operating Budget. The volume and type of technology and services is well defined.
Maintenance forecast	Medium	ITT Operating Budget. Technology changes requiring immediate intervention can impact maintenance schedules.
Renewal forecast - Asset value	Low	Requires investigation to separate the ITT inventory with respect to all business units. Technology replacement values are relatively stable and not well defined.

Data	Confidence Assessment	Comment
Asset useful lives	High	Professional judgement. Useful life of physical hardware and associated software is well defined through vendor support. Useful life of enterprise software is less defined and driven by changing business unit needs and vendor direction at times.
Condition modeling	Low	Professional judgement. Confidence in individual asset condition is low. Implementation of asset management solution in ITT will improve visibility into useful life experience.
Disposal forecast	Medium	ITT Operating Budget. Useful life and disposal costs for physical hardware are well documented.

The estimated confidence level for and reliability of data used in this DAMP is **low** level.

9.0 PLAN IMPROVEMENT AND MONITORING

Status of Asset Management Practices [1]

9.1 Accounting and financial data source

This DAMP utilizes accounting and financial data. The sources of the data are:

- Chatham-Kent 2025 - 2027 Multi-Year Budget (Capital & Operating)
- Internal Market Price Valuations
- IPWEA AM Software Multi-Year Forecasting Models
- Council Reports
- Tender Documents

9.2 Asset management data sources

This DAMP also utilizes asset management data. The sources of the data are:

- Asset Registers
- Insurance Data
- Tangible Capital Asset Data
- Fleet Vehicle Data
- Subject Matter Expert Knowledge and Anecdotal Information

9.3 Continuous Improvement Plan

It is important that Chatham-Kent recognizes areas within the DAMP and within its planning processes that require future improvements to ensure effective asset management and informed decision making. The tasks listed below are essential to improving the DAMP and Chatham-Kent's ability to make evidence based and informed decisions. These improvements span from improved lifecycle activities, improved financial planning, and plans to physically improve the assets.

The Improvement Plan, **Table 9.3.1**, highlights proposed improvement items that will require further discussion and analysis to determine feasibility, resource requirements and alignment to current workplans. Future iterations of this DAMP will provide updates on these improvement plans. The costs and resources to complete each of these tasks has not been included in the lifecycle models to data, and resource requirements would need to be reviewed for internal resource driven projects.

Table 9.3.1: Continuous Improvement Plan

Task No.	Task	Responsibility	Resources Required	Timeline
1	Improve Accuracy of Asset Inventory and allocation to divisions	Information Technology & Transformation Team, Budget & Performance Services to reconcile inventory against approved corporate position inventory.	3 months effort – ITT Service Analyst & ITT Systems Analyst; 1 month effort Performance & Budget Analyst	2026
2	Improve Accuracy of resource requirements to support major enterprise systems	ITT Management Team overview assessment of each position in the department.	2-months effort AAI ITT; 1 week effort Director ITT; 2-week effort Manager, ITT (6)	2026-2027
3	Align ITT Intake Process with Multi-Year Business Process	Executive Management Team, Senior Management Team, Information Technology & Transformation Management	20 hrs. of staff Completed	2026-2027
4	Improve license tracking and allocation for software platforms	ITT	\$125,000	2026-2027
5	Review lifecycle strategy/leasing options for end- user devices	Budget & Performance Services Major Corporate Project Initiative, ITT	Recommendation to be implemented with 2026 multi-year budget	2026-2027
6	Review asset registry to improve Provincial Asset Retirement Obligation reporting	ITT, Asset Management	20 hrs. of staff Completed	2026-2027
7	Improve understanding of internet requirements	HROD, ITT, Asset Management, SMT	\$500,000 in Capital Budget for this work	2027

	for all municipal facilities		+ \$50,000 annual budget for internet	
8	Improve budget process for managed wi-fi (public access) for public facing facilities	Business Units with Public Facing Facilities, ITT	Varies based on business needs and location	2027
9	Implement Digital Strategy for Public Facing Services	Corporate Services, ITT, EMT/SMT, Budget & Performance Services	Recommendation: this will require a team of resources and budget in the next multi-year budget.	2028
10	Improve Scheduling of Project Requiring ITT Resources	Project Management Office	Additional staffing in CAO office for Project Management team.	2028

The detailed improvements are intended to ensure that ITT can achieve sustainable service over time. Some initiatives are required to meet legislative requirements, and others improve service or data quality. While not legislative, some initiatives are intended to find financial efficiencies or are required for other operational improvements.

Upon council approval, certain improvements can be accomplished within staffing capacity and should be included as work plan items for ITT. Other initiatives necessitate resources beyond those allocated in the current budget. Should resources be inadequate for the identified items, the strategy is to postpone them. Annually, the DAMP will be revised to align continuous improvement items with the opportunities and constraints of the budgetary provisions.

9.4 Monitoring and Review Procedures

This DAMP will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The DAMP will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

The DAMP has a maximum life of 1 year and is due for complete revision and updating by **July 1, 2025**.

9.5 Performance Measures

The effectiveness of this DAMP can be measured in the following ways:

- The degree to which the required forecast costs identified in this DAMP are incorporated into the long-term financial plan,
- The degree to which the 1–5-year detailed works programs, budgets, business plans and corporate structures consider the ‘global’ work program trends provided by the DAMP,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieves the Organizational target (this target is often 90-100%).

Document Control

Rev No.	Date	Revision Details	Author	Reviewer	Approver
1	August 2024	1st Detailed Asset Management Plan	Satyam Chauhan	Director, ITT	Chatham-Kent Council
2	June 2025	2nd Detailed Asset Management Plan	Satyam Chauhan	Director, ITT	Chatham-Kent Council

For more information, email AQM@chatham-kent.ca
To view all the asset management plans, visit
www.chatham-kent.ca/assetplans