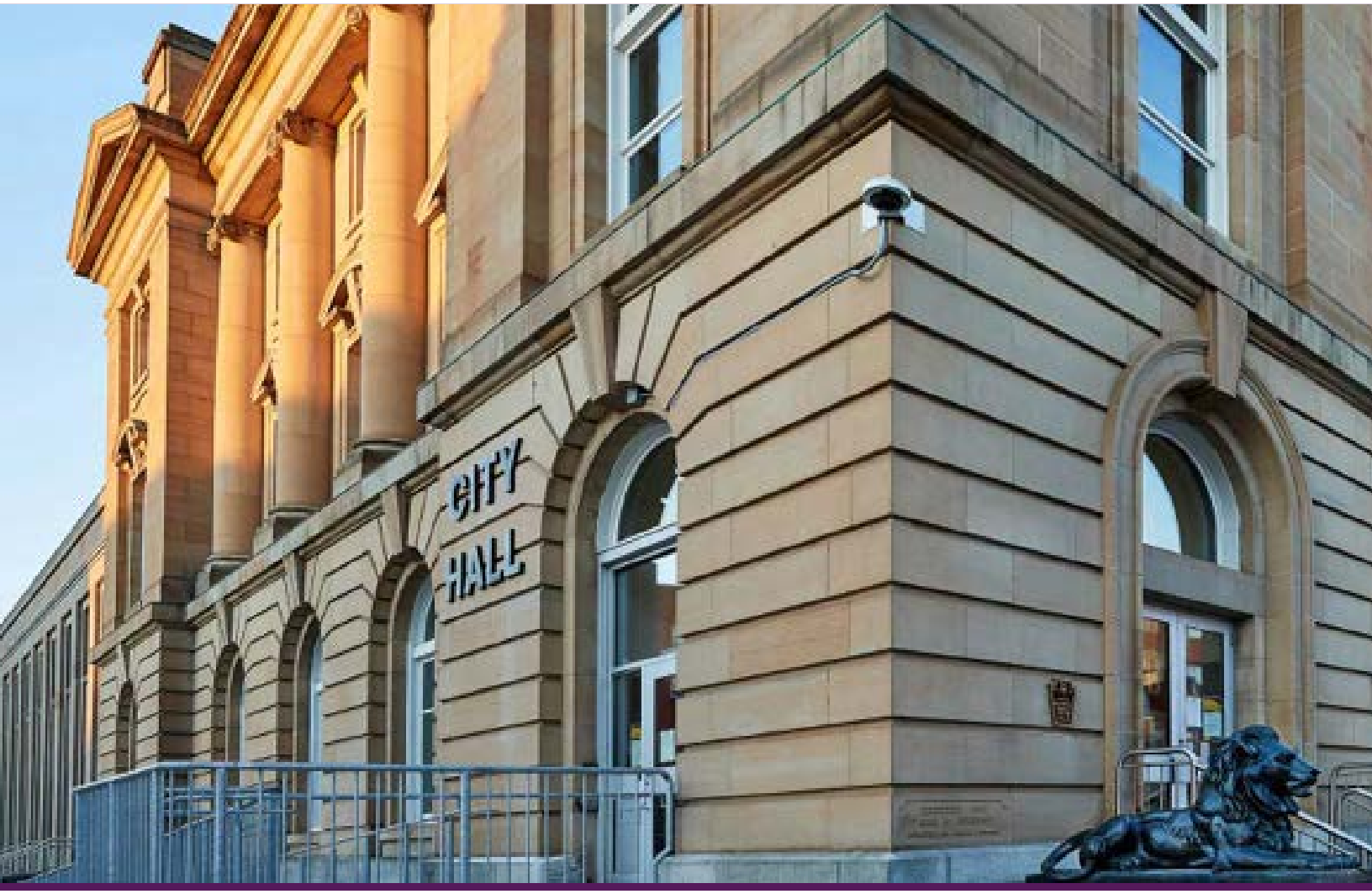
CITY OF BRANTFORD

2025 Asset Management Plan

Clerks Services
City of Brantford, Ontario



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Corporation of the City of Brantford, June 2025

RECORD SHEET

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2025 Asset Management Plan	**Publishing Date**
Council Review	June 3, 2025
Council Approval	June 24, 2025

Asset Management Document Set	Asset Group	First Issuance	Current Issuance
Strategic Asset Management Policy	All	May 2019	May 2019
Asset Management Plan Overview	Core & Non-Core Assets	June 2024	June 2025
Asset Management Plan, Core Assets	Environmental Services Transportation	September 2021	June 2025
Asset Management Plan, Non-Core Assets	Clerks Services	June 2024	This Document
Asset Management Plan, Non-Core Assets	Airport Cemetery Economic Development & Tourism Facilities Fire Fleet & Transit Forestry & Horticulture Golf Housing Human Resources IT Services Library Parking Parks & Recreation Police Records & Printing Solid Waste	June 2024	June 2025
Asset Management Plan, Non-Core Assets	JNH	TBD	TBD

ASSET MANAGEMENT PLAN
CLERKS SERVICES

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CLERKS SERVICES INTRODUCTION

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

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

Table 1: Asset Type Breakdown

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

1. RECORDS & PRINTING SERVICES

1.1. INTRODUCTION

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

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

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

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

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

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

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

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

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

	Inventory			Replacement Cost			Condition			Levels of Service		
Asset Type	**Inventory (incl. Quantity and Age) From**	**Data Confidence Level**	**Data Confidence Description**	**Replacement Cost From**	**Data Confidence Level**	**Data Confidence Description**	**Condition From**	**Data Confidence Level**	**Data Confidence Description**	**Levels of Service From**	**Data Confidence Level**	**Data Confidence Description**
Records	Internal City Records through Versatile	High	Formal inventory with few unknowns.	Staff Knowledge	Low	Informal estimate by staff.	Determined based on age.	Medium	Informal condition assessment based on assumptions from age of assets.	2024 Internal Staff Survey	Medium	Level of Service based on high response rate from internal staff surveys
Printing Services	Tracked via City inventory	High	Formal inventory with few unknowns.	Formal City inventory	High	Formal inventory with few unknowns.	Determined based on age.	Medium	Informal condition assessment based on assumptions from age of assets.	2024 Internal Staff Survey	Medium	Level of Service based on high response rate from internal staff surveys

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

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

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

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

Level of Service KPIs are based on the 2024 survey conducted for internal staff and resulted in Medium confidence in the Levels of Service reported.

1.2.1. SERVICE LIFE

As condition assessments have not been completed, the condition has been estimated based on the estimated service life of the asset shown below in **Table 3**. The average overall estimated service life for assets can be found in **Table 5**.

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

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

1.2.2. CONDITION SCORING

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

Table 4: Condition Score Description

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

1.3. SUMMARY OF RECORDS & PRINTING SERVICES ASSETS

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

1.3.1. TOTAL SUMMARY OF ASSETS

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

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

Table 5: Total Summary of Records & Printing Assets

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

1.3.2. RECORDS

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

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

NO OF ASSETS	REPLACEMENT COST	AVERAGE AGE	AVERAGE ESTIMATED SERVICE LIFE	AVERAGE CONDITION SCORE	AVERAGE CONDITION DESCRIPTION
234.0K	2.9M	25	200	1	Good

Figure 1: Records Asset Summary

1.3.3. PRINTING SERVICES

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

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

NO OF ASSETS	REPLACEMENT COST	AVERAGE AGE	AVERAGE ESTIMATED SERVICE LIFE	AVERAGE CONDITION SCORE	AVERAGE CONDITION DESCRIPTION
9	33.5K	6	13	1	Good

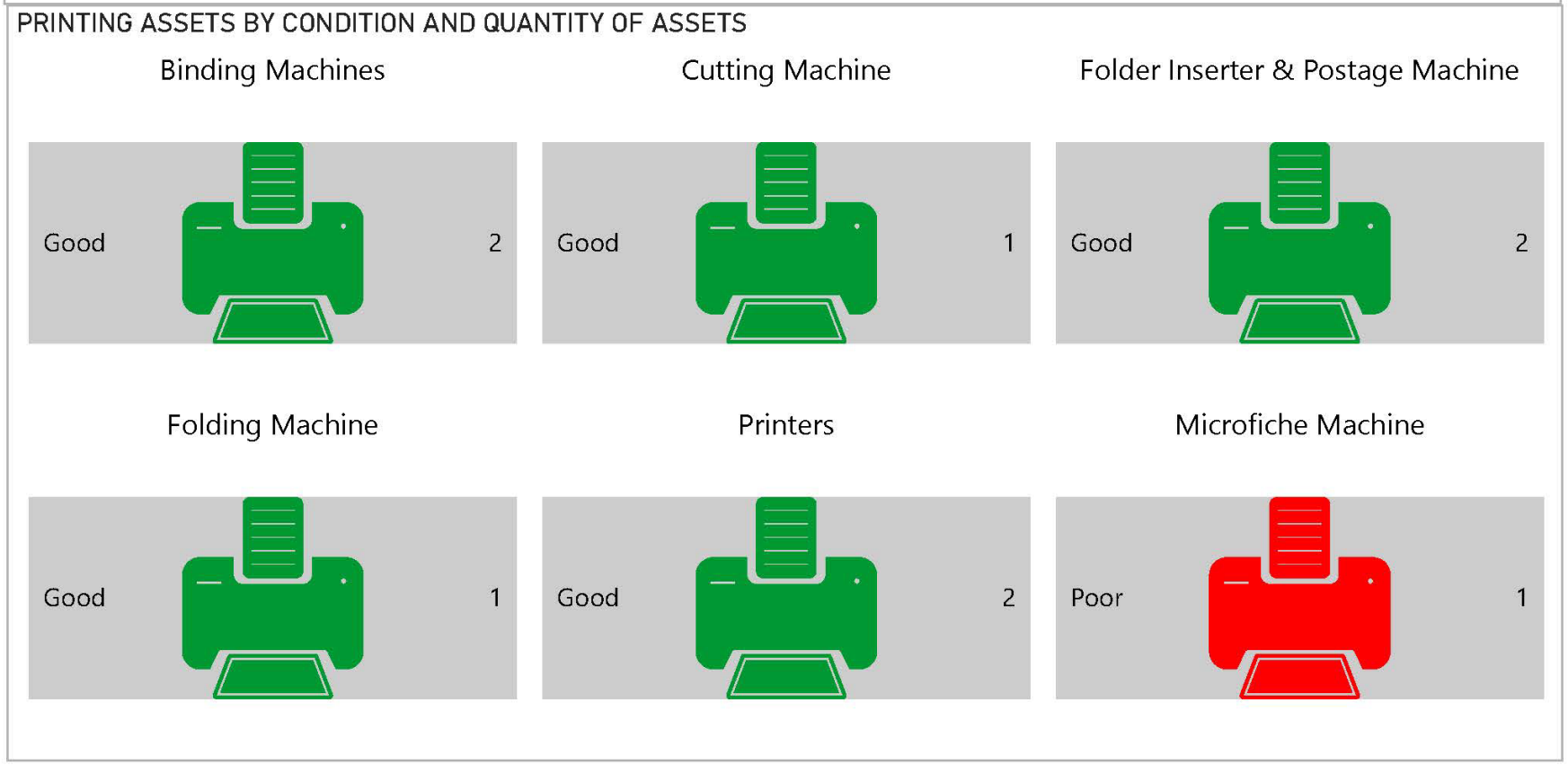

Figure 2: Printing Services Asset Summary

1.4 LIFECYCLE OF RECORDS & PRINTING SERVICES ASSETS

The lifecycle of Records & Printing Services assets is described under five (5) categories which are described in this section:

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

1.4.1. KEY LIFECYCLE STAGES OF RECORDS ASSETS

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

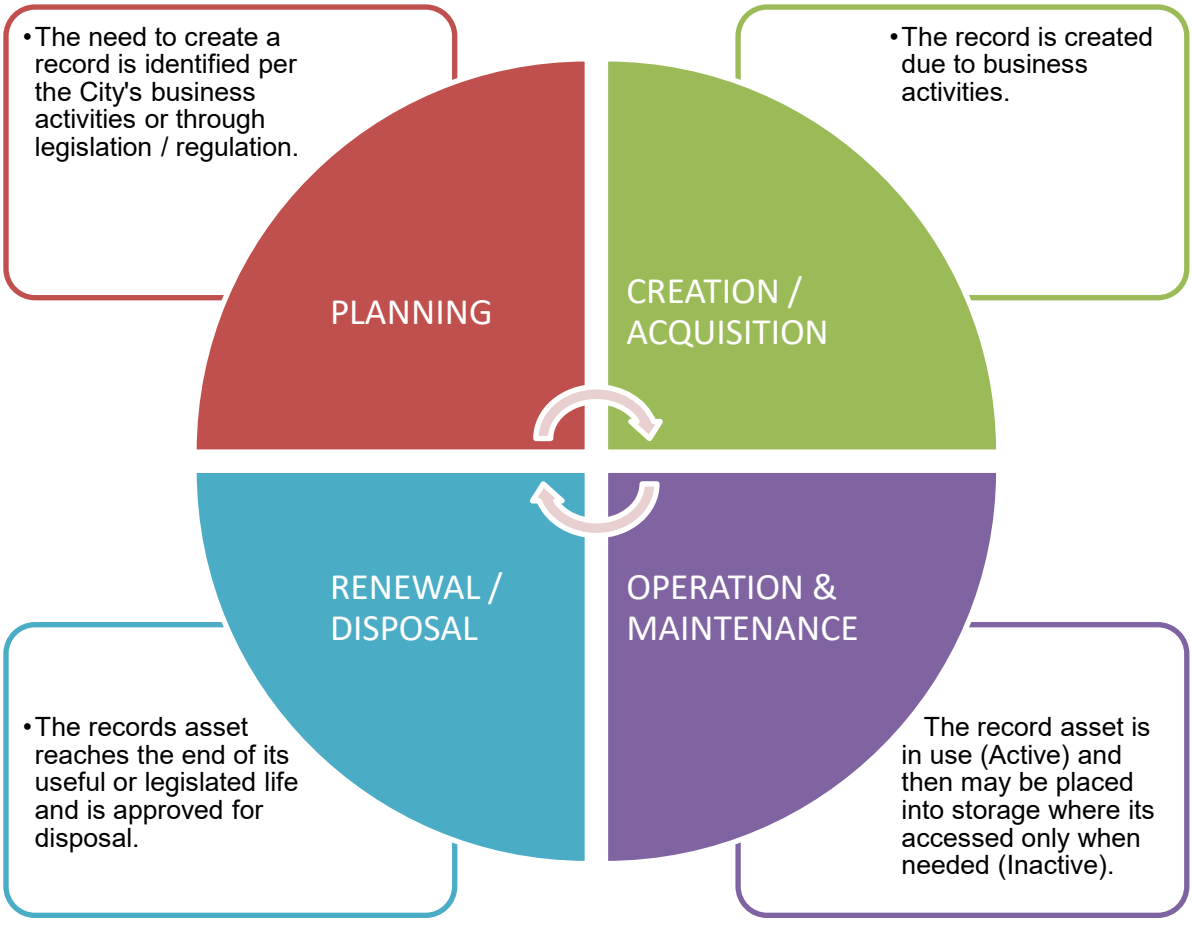

Figure 3: Lifecycle Stages of Records Assets

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

1.4.2. KEY LIFECYCLE STAGES OF PRINTING SERVICES ASSETS

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

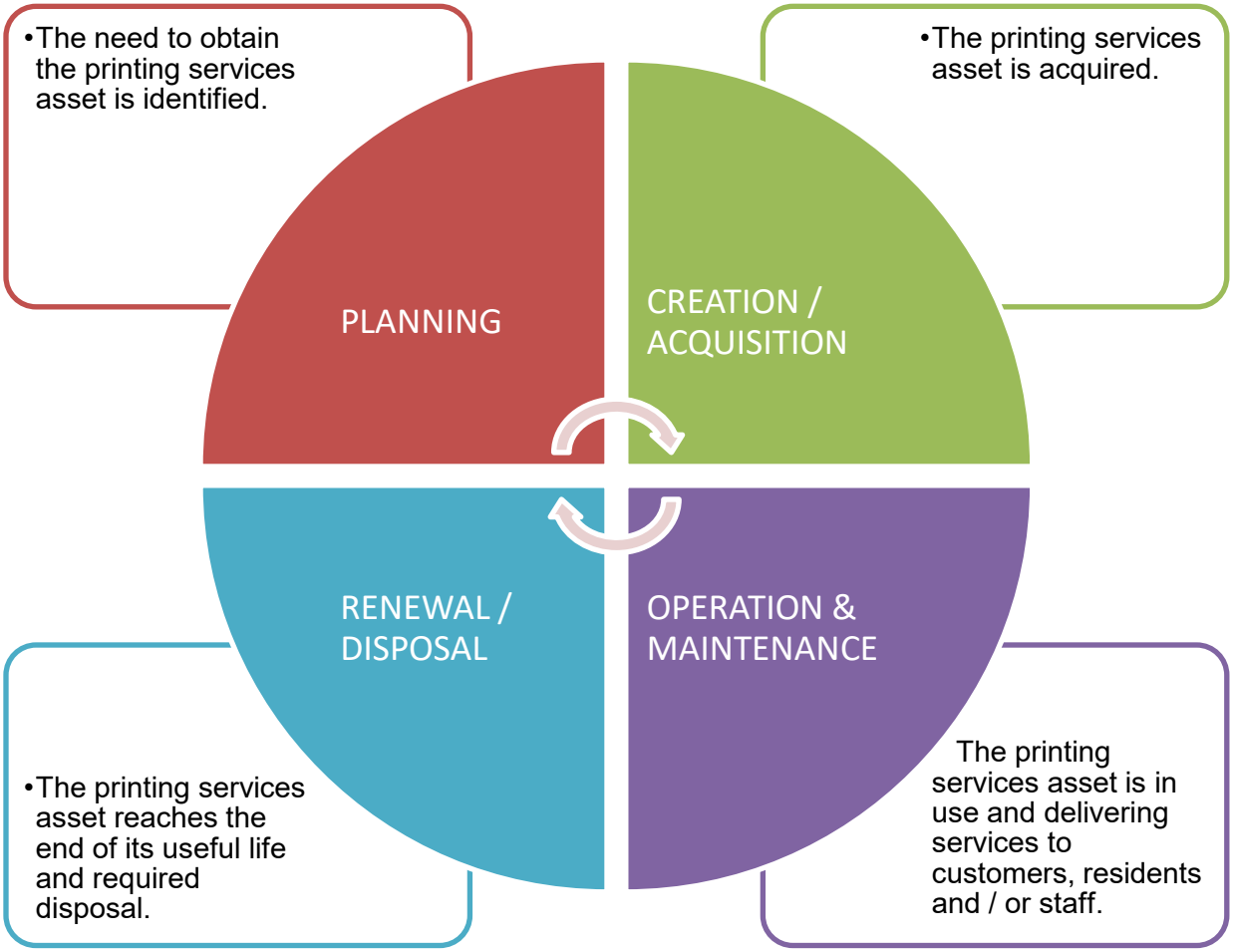

Figure 4: Lifecycle Stages of Printing Services Assets

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

1.4.3. LIFECYCLE ACTIVITIES

A list of the planned Lifecycle Activities, annual cost, and frequency for each Records & Printing Services Asset Class can be found in **Table 6** below. These activities are currently being undertaken to maintain Records & Printing assets and therefore maintain the current levels of service. In review of the 2024 internal staff survey, Records & Printing Services meets the service expectations of Records & Printing Services asset users. Therefore, these lifecycle activities will remain the same for the proposed levels of service. Further discussion regarding Records & Printing Services proposed Levels of Service can be found in **Section1.5.5 Proposed Levels of Service Discussion**. Due to data limitations at this time, the City will maintain the lifecycle activities which have been performed in the past and activities listed will be updated as improved data becomes available.

Table 6: Lifecycle Activities for Records & Printing Services Assets

Asset Type	Lifecycle Activity	2025 Annual Cost*	Frequency	Completed by
Records	Review of Destruction Spreadsheet	$65,000	Annual	Records Services
	Transfer of Records to the Retention Centre	$23,400	Weekly	Records Services
	Inspecting HVAC			
	Checking mouse/bug traps			
Printing Services	Contracts / Renewals	$3,000	Every five (5) years	Printing Services

*2025 Annual Cost is typically based on estimates presented in the 2025 Operating Budget.

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

1.4.4. RISKS OF LIFECYCLE ACTIVITIES

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

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

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

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

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

Figure 5 below outlines the 10 year lifecycle costs of Records & Printing Services assets. Although there are a number of assets needing to be replaced over the 10 years, the average annual cost for Operation and Maintenance of Records & Printing Services Assets outweighs the capital cost for this infrastructure.

This graph includes the lifecycle cost for the assets which support the Current Levels of Service (LOS) and the assets required to support the Proposed LOS.

Based on the information presented in the figure below, the total average annual capital cost for the next 10 years needed to maintain the current LOS of these Records & Printing assets is $0.0K. The total annual average capital costs for the next 10 years needed to maintain the proposed LOS is 0.0K. The average annual Operation and Maintenance costs to maintain the current level of service is $126.1K. The average annual additional Operation and Maintenance costs to maintain the proposed level of service is $0.0K. To determine the total estimated operating costs in a given year, the proposed LOS operating costs should be added to the current LOS operating costs. Therefore, it is recommended that the City invest $0.0K in Records & Printing assets annually for capital work to maintain the current LOS and achieve the proposed LOS. It is recommended that current $126.1K continue to be invested annually for operating costs to maintain the current LOS and achieve the proposed LOS.

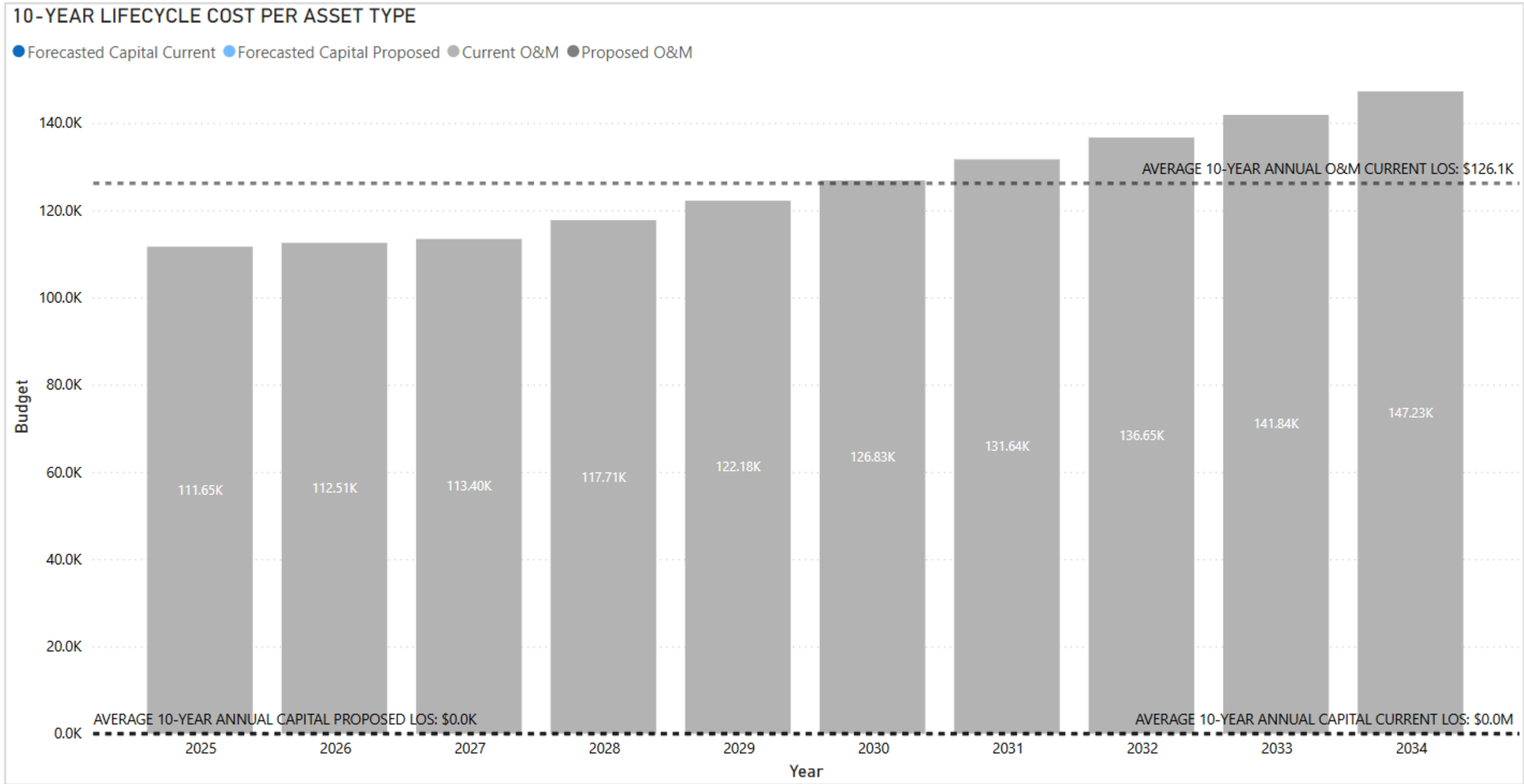

Figure 5: 10-Year Lifecycle Cost Per Records & Printing Services Asset Type

Notes:

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

Per **Figure 6** below, the existing 10-year forecast from 2025 – 2034, further explained in **Section 8.3** of the **Asset Management Plan Overview Document**, indicates that the City is currently planning to spend an average of $0.0K on Records & Printing assets capital work annually, and as noted above, the required 10-year average amount is $0.0K to maintain the current LOS and achieve the proposed LOS for these assets. Therefore, there is no funding gap for Records & Printing Services assets to report at this time. The funding gap will continue to be monitored and reported as appropriate.

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

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

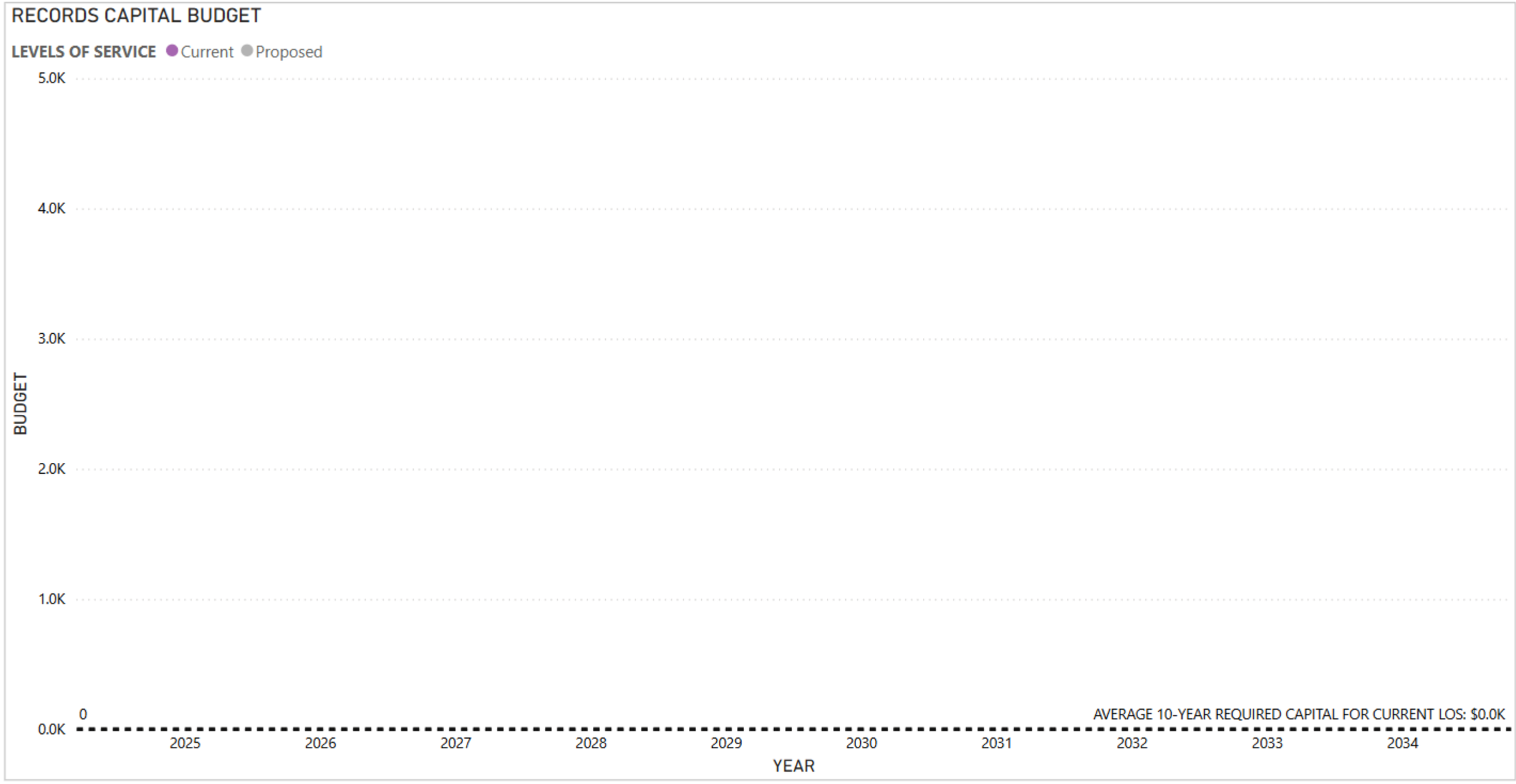

Figure 6: Existing Capital Budget Forecast from 2024–2033 for Records & Printing Services Assets

Notes:

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

1.5. CURRENT LEVELS OF SERVICE

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

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

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

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

1.5.3. MUNICIPALLY DEFINED CUSTOMER LEVELS OF SERVICE

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

Table 7: Municipally Defined Customer Levels of Service

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

1.5.4. MUNICIPALLY DEFINED TECHNICAL LEVELS OF SERVICE

The technical levels of service for Records & Printing Services assets have been developed based on the customer levels of service defined in **Table 7**. The currently available customer levels of service with the corresponding technical levels of service and Key Performance Indicators (KPI) metrics are defined in **Table 8** under Current Actual Performance (2024 Values). Due to a high response rate on staff surveys conducted in 2024, the confidence level in the applicability of the KPIs derived from the survey data is High.

Proposed future performance metrics have been identified for the 2025 AMP and the need for additional KPIs and KPI targets has been identified. The City will look for opportunities to gather and include information for missing KPI metrics in future iterations of this AMP. N/A indicates information which is Not Available for this AMP and will be reviewed for future iterations.

The City recognizes that if assets are not renewed at the appropriate time, it will inevitably require difficult trade-off choices that could include:

- A reduction of the level of service and availability of assets;
- Increased complaints and reduced customer satisfaction;
- Increased reactive maintenance and renewal costs; and
- Damage to the City's reputation and risk of fines or legal costs

Table 8: Levels of Service KPIs

				Proposed Future Performance									
Customer Level of Service	**Technical LOS**	**Units**	**Current Actual Performance (2024 Values)**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**
Accessibility*	Percent of Employees who feel comfortable accessing Records & Printing Services	% of Employees	Records(R): 90% Printing (P): 90%	R: 80% P: 80%	R: 80% P: 80%	R: 80% P: 80%	R: 80% P: 80%	R: 80% P: 80%	R: 80% P: 80%	R: 80% P: 80%	R: 80% P: 80%	R: 80% P: 80%	R: 80% P: 80%
Quality	Not Available	Not Available	Not Available	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Cost Efficiency	Not Available	Not Available	Not Available	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Safety	Not Available	Not Available	Not Available	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Environmental Sustainability	Not Available	Not Available	Not Available	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Reliability	Not Available	Not Available	Not Available	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Responsiveness*	Percent of Employees who agree Records & Printing Services are provided in a timely manner	% of Employees	Records (R): 89% Printing (P): 92%	R: 80% P: 80%	R: 80% P: 80%	R: 80% P: 80%	R: 80% P: 80%	R: 80% P: 80%	R: 80% P: 80%	R: 80% P: 80%	R: 80% P: 80%	R: 80% P: 80%	R: 80% P: 80%

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

1.5.5. PROPOSED FUTURE LEVEL OF SERVICE TARGETS

For the purpose of this report and the discussion surrounding proposed future levels of service targets, there are three (3) possible options defined in **Table 9** including the risks associated with those options to the long term sustainability of the municipality.

Table 9 Technical Levels of Service KPIs

Level of Service Development Options	Description	Risk Associated with Options
Decrease Level of Service	Decreasing the level of service should result in cost savings. E.g. Shredding bin emptying is decreased to once every two weeks.	In some circumstances, decreasing the level of service may have little impact to the overall customer experience. In others, decreasing the level of service may result in a decreased level of customer satisfaction and could lead to safety concerns and possible damage to the City's reputation. Decreasing the level of service too much for an extended period of time may result in higher costs for repairs or closure of certain assets over the long-term.
Maintain Level of Service	Maintaining the level of service should maintain costs with increases anticipated to reflect inflation. Customer experience would also be anticipated to remain the same as well as the City's reputation. Costs would be anticipated to increase minimally over time due to inflation or growth factors. E.g. Shredding bin emptying is maintained at once per week.	If the current levels of service match customer expectation and regulatory requirement, maintaining them would typically be the recommended approach. However if the current levels of service do not match customer expectations or regulatory requirements, then maintaining them may not be the recommended approach. Similarly, City reputation may not match with what the City would prefer. If a low level of service is maintained for too long it may lead to health and safety concerns.
Increase Level of Service	Increasing the level of service should result in enhanced customer experience and City reputation. E.g. Shredding bin emptying is increased to twice a week	Increasing service would involve increased costs. Increasing the level of service too much, for an extended period of time, may become financially unsustainable for the City.

Each of the technical levels of service have been examined to see if and/or how the proposed levels of service differ from the current levels of service:

The Percent of Employees who feel comfortable accessing Records & Printing Services is currently 90% for Records and 90% for Printing and is planned to be maintained at 80% or greater for the next ten (10) years. This level of service will be maintained through staff training and is not expected to decrease.

The Percent of Employees who agree Records & Printing Services are provided in a timely manner is currently 89% for Records and 92% for Printing Services and is planned to be maintained at 80% or greater. As physical records are digitized and new records are created in digital format, it is anticipated that the City will be able to maintain these levels of services even as the City continues to grow over the next ten (10) years.

It is important to note that customer preferences and expectations do not always align with internal technical targets. A consideration of this section is linking the customer and technical levels of service to determine areas where different levels of service could be proposed. Decisions regarding the level of service for Records and Printing Services have a high level of confidence as the initial internal 2024 survey results have a higher level of engagement and data confidence.

1.5.6. AFFORDABILITY AND ACHEIVABILITY CONFIDENCE

To determine whether the proposed levels of service are achievable and if the City can afford the proposed level of service **Table 10** has been developed to review confidence in the proposed levels of service.

Table 10 Affordability and Achievability Confidence

Customer Level of Service	Technical LOS	Achievability Confidence	Achievability Description	Affordability Confidence	Affordability Description
Accessibility	Percent of Employees who feel comfortable accessing Records & Printing Services	High	By maintaining current levels of service and minimally increasing costs of these services, the Percent of Employees who feel comfortable accessing Records & Printing Services being maintained at 80% is achievable. High confidence has been selected as the department is confident that services related to accessibility can be maintained through staff training.	High	There is high confidence that the Percent of Employees who feel comfortable accessing Records & Printing Services being maintained at 80% or greater is affordable as this will happen through staff training that is required for all City staff.
Quality*	N/A	N/A	N/A	N/A	N/A
Cost Efficiency	N/A	N/A	N/A	N/A	N/A
Safety	N/A	N/A	N/A	N/A	N/A
Environmental Sustainability	N/A	N/A	N/A	N/A	N/A
Reliability	N/A	N/A	N/A	N/A	N/A
Responsiveness	Percent of Employees who agree Records & Printing Services are provided in a timely manner	High	By maintaining current levels of service and minimally increasing, the Percent of Employees who agree Records & Printing Services are provided in a timely manner being maintained at 80% is achievable. High confidence has been selected as the department is confident that services can be maintained as the City grows and records increase as the majority of records will be digital.	High	There is high confidence that the Percent of Employees who agree Records & Printing Services are provided in a timely manner being maintained at 80% or greater is affordable. High confidence has been selected as the department is confident that services can be maintained at current planned costs even as the City grows and records increase as the majority of records will be digital.

It is important to note that while the proposed service level change may appear affordable when viewed in isolation of this plan specifically, when it is examined in the context of the overall budget, these levels may not be achievable and would be considered unaffordable. As service level data continues to be collected, staff will also continue to review the achievability and affordability of the levels of service proposed within the future iterations of this plan.

1.5.7. LEVEL OF SERVICE LIFECYCLE COST CONSIDERATIONS

Proper consideration should be made for the most cost-effective methods that can be undertaken to achieve the lowest cost associated with a chosen level of service. **Table 11** below includes the lifecycle options available and the associated risks with the chosen options.

Table 11 Lifecycle Options and Associated Risks

Lifecycle Options	Description	Risks Associated if Undertaken	Risks Associated if Not Undertaken
Planning	Consideration is made regarding the asset involving the needs of internal and/or external customers.	Planning activities may extend project timeline.	If planning activities were not undertaken there is a risk missing something that we needed
Operation & Maintenance	The asset is providing benefits to the community and operation and maintenance activities (see **Table 6**) are completed on the asset at specific time intervals to prevent premature failures of the asset.	Completing operation & maintenance activities may mean that there is limited or no access to the asset for a period of time.	If O&M activities were not undertaken the asset would have premature failures, become unsafe and would cost the City more to repair or would have to be closed/removed.
Repair	The asset or a portion of the asset is no longer functioning appropriately, and a repair is needed.	Completing repair activities may mean that there is limited or no access to the asset for a period of time.	If repair activities were not undertaken the asset would no longer function as it should and would affect service levels. The asset would eventually deteriorate and no longer function.
Replace	The asset has reached the end of its useful life and needs to be replaced to maintain service levels.	Replacing the asset may mean limited or no access to the asset during a period of time.	If replacement activities were not undertaken the asset would no longer function as it should and would affect service levels.
Create New	A new asset may need to be created.	A new asset may need to be created to support a function or to replace an old, existing asset that has reached the end of its useful life.	If a new asset is not created this may lead to an eventual reduction in service levels.

Note: The full lifecycle stages for these assets can be found in Section 1.4.1 and the list of specific lifecycle activity options is located in Section 1.4.2 of this AMP.

Depending on the level of service being considered, the most cost-effective method that should be undertaken to achieve the lowest cost associated with the specific level of service may actually be a combination of lifecycle activities. The combination selected will be based on that specific asset and the activities that are likely to give the lowest cost while maintaining the chosen service level.

When considering the Percent of Employees who feel comfortable accessing Records & Printing Services the lowest costs for lifecycle activities undertaken would be a combination of operation and maintenance activities and repairs to the existing asset. When the asset has reached the end of its useful life, there would be a need for replacement.

When considering the Percent of Employees who agree Records & Printing Services are provided in a timely manner the lowest costs for lifecycle activities undertaken would be a combination of operation and maintenance activities and repairs to the existing asset. When the asset has reached the end of its useful life, there would be a need for replacement.

1.6. CURRENT ASSET PERFORMANCE

The current asset performance for Records & Printing Services assets has been separated into three (3) categories for this section of the report:

- Energy Performance;
- Operating Performance; and
- Sustainability Performance

1.6.1 RECORDS & PRINTING SERVICES CURRENT ENERGY PERFORMANCE

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

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

1.6.2 RECORDS AND PRINTING SERVICES CURRENT OPERATING PERFORMANCE

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

1.6.3 RECORDS & PRINTING SUSTAINABILITY PERFORMANCE

To determine if the City is able to provide sustainable service delivery for the Records & Printing assets, the **Asset Sustainability** Index (ASI) is utilized. It is calculated by taking the amount the City is proposing to spend on Levels of Service (LOS) and dividing it by the amount the City is projected as needing to spend to maintain the LOS. The ASI can be calculated for the Current LOS, the Proposed LOS or the combination of the two. It can be for Capital costs, Operating & Maintenance (O&M) costs or a combination of the two.

Table 12 shows the ASI for the various scenarios and the final combined for the different asset categories. The ASI is used as a high-level assessment of whether the City is accommodating asset renewals in an optimal and cost-effective manner based on timing and relative to financial constraints. It is also an indicator of the risk the City is accepting and targeted service levels it wishes to maintain.

Table 12: Records & Printing Operating Performance

	Current LOS	Proposed LOS	Combined LOS
Capital Costs	100%	100%	100%
O&M Costs*	N/A	N/A	N/A
Combined Costs	-	-	100%

* Due to the way the O&M costs are derived at this time, the ASI for O&M costs has not been included in this iteration of the AMP. It is expected to be included in future iterations as the O&M data tracking on an asset class specific basis improves.

To ease understanding the ASI is reported as a percentage:

- An ASI of 100% is considered to be the best as it indicates that expenditures match what is needed to sustain levels of service. This is more efficient as it preserves infrastructure for the lowest cost over time.
- Above 100% funding should be reviewed as it suggests that the City is spending more than necessary, which may be an inefficient distribution of resources. In some circumstances this may be appropriate on a temporary basis to reduce the backlog of overdue repairs and/or replacements.
- Below 100% indicates a funding shortfall, meaning the City is not investing enough to maintain levels of service. If not addressed, this gap can lead to declines in levels of service over time.

The Records & Printing ASI of 100% is higher than the Combined LOS ASI for all assets of 61%.

1.7. DISCUSSION & CONCLUSIONS

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

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

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

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

It is estimated based on the average annual cost in the 10 Year Life Cycle Costing that the City should be spending an average $0.0K annually for capital Records & Printing asset costs and should be spending an average of $126.1K annually on Operating and Maintenance on these assets. The City is currently proposing to spend an average of $0.0K annually on capital for the Records & Printing assets. This results in a funding gap of $0.0K from the forecasted capital need for Current and Proposed LOS. The City is currently proposing to spend $126.1K annually on Operating and Maintenance resulting in a funding gap of $0.0K.

Current and Proposed Levels of Service have been identified for Records and Printing assets. Currently, these levels of service and associated KPIs are based on a survey conducted with internal City employees who would utilize Records and Printing Services. Brantford is working to continue to develop the process to track these metrics which will assist in tracking these and any further identified KPIs for future iterations.

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

For Sustainability performance, the Combined Capital Level of Service Asset Sustainability Index (ASI) is 100%. This is slightly below the ASI for all assets of 61%. Increased funding or a change to the levels of service will be required to achieve the target ASI of 100%.

The next iteration of this Records & Printing AMP document, due in 2030, will be revised to include updated and new information obtained over the next five years.

2. ELECTIONS ASSETS

2.1. INTRODUCTION

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

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

2.2. ELECTIONS ASSETS' DATA INVENTORY AND CONDITION APPROACH

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

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

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

The origin of the Elections asset data for inventory, replacement cost, condition as well as data confidence are provided in **Table 13** below.

Table 13: Elections Assets' Data Origin and Confidence Levels

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

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

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

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

2.2.1. SERVICE LIFE

Where condition assessments have not been completed, the condition has been estimated based on the estimated service life of the asset presented in **Table 14** below. The average overall estimated service life for assets can be found in **Table 16**. Provided that assets are maintained they are expected to remain functional under normal conditions for the Estimated Service Lives outlined below before replacement is required.

Table 14: Elections Assets' Estimated Service Life

Asset Types	Estimated Service Life
Elections Software	25 years
Elections Supplies	12 years

2.2.2. CONDITION SCORING

For the purpose of this report and standardizing condition scores across all assets in the Asset Management Plan, the Condition Rating is defined by three (3) Condition Scores as defined in **Table 15** below. For assets with formal consultant condition assessments, the conditions have been modified to fit into this model.

Table 15: Condition Score Description

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

2.3. SUMMARY OF ELECTIONS ASSETS

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

2.3.1 TOTAL SUMMARY OF ASSETS

A table summarizing all Elections assets is included in **Table 16**, and additional information regarding the Election assets is included in the sections below. Calculations of averages have been weighted by the overall replacement value of assets; this means that assets of higher estimated replacement value will have a stronger influence on the average then if the average was calculated based on the number of assets.

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

Table 16: Total Summary of Elections Assets

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

2.3.2 ELECTIONS SOFTWARE

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

NO OF ASSETS	REPLACEMENT COST	AVERAGE AGE	AVERAGE ESTIMATED SERVICE LIFE	AVERAGE CONDITION SCORE	AVERAGE CONDITION DESCRIPTION
1	25.0K	13	25	1	Good

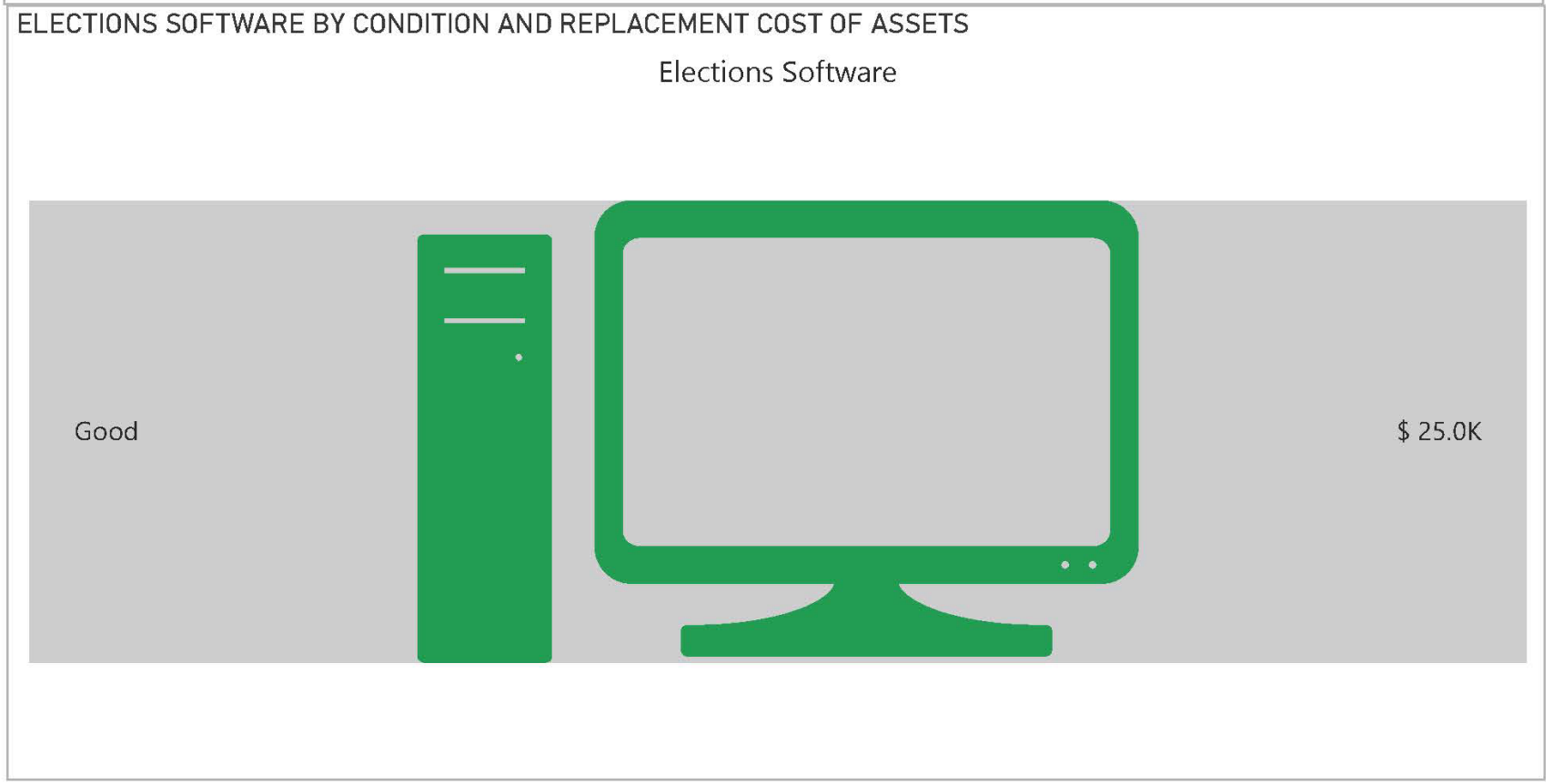

Figure 7: Elections Software Asset Summary

2.3.3 ELECTIONS SUPPLIES

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

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

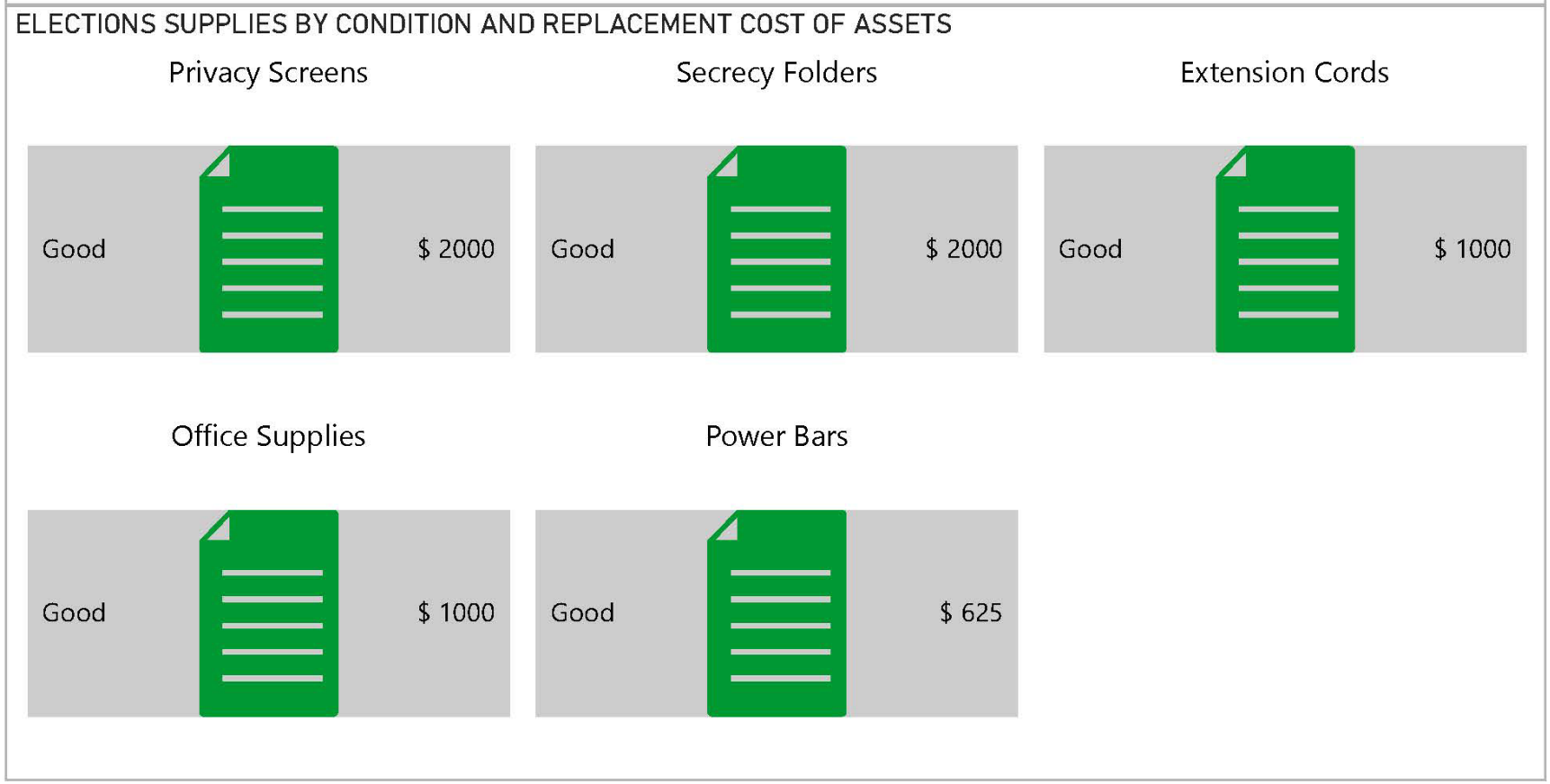

Figure 8: Election Supplies Asset Summary

2.4. LIFECYCLE OF ELECTIONS ASSETS

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

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

2.4.1. KEY LIFECYCLE STAGES OF ELECTIONS ASSETS

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

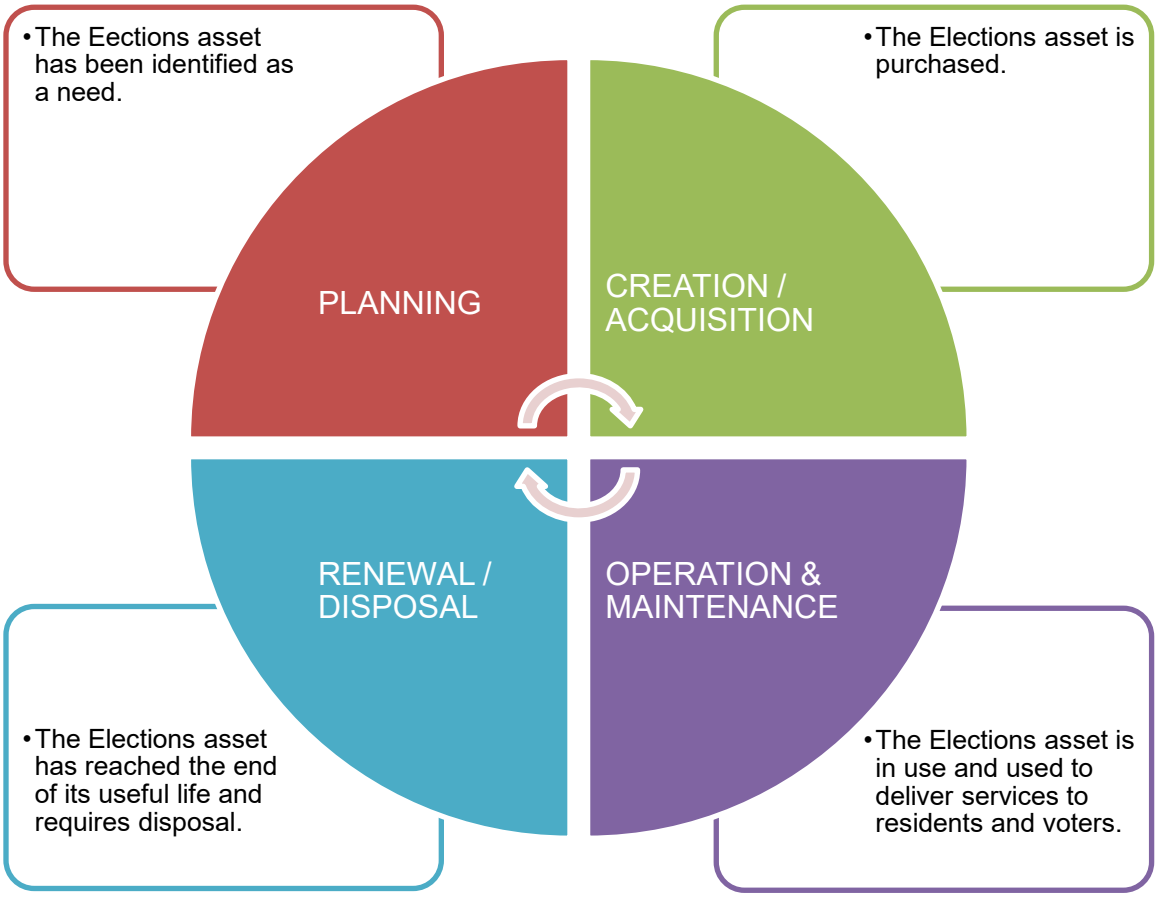

Figure 9: Lifecycle Stages of Elections Assets

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

2.4.2. LIFECYCLE ACTIVITIES

A list of the planned Lifecycle Activities, annual cost, and frequency for the Elections asset class can be found in **Table 17** below. These activities are currently being undertaken to maintain our Elections assets and therefore maintain the current levels of service.

Table 17: Lifecycle Activities for Elections Assets

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

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

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

2.4.3. RISKS OF LIFECYCLE ACTIVITIES

The identified lifecycle activities in **Table 17** above are the current and proposed lifecycle activities taken on by Elections services. Some risks associated with these activities include:

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

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

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

2.4.4. 10 YEAR LIFECYCLE COSTS OF ELECTIONS ASSETS

Figure 10 below outlines the 10 year lifecycle costs of Elections assets. Although there are a number of assets needing to be replaced over the 10 years with spikes in spending associated with the election cycle, the average annual cost for Operation and Maintenance of Elections Assets outweighs the capital cost for this infrastructure.

This graph includes the lifecycle cost for the assets which support the Current Levels of Service (LOS) and the assets required to support the Proposed LOS.

Based on the information presented in the figure below, the total average annual capital cost for the next 10 years needed to maintain the current LOS of these Elections assets is $0.0K. The total annual average capital costs for the next 10 years needed to maintain the proposed LOS is 0.0K. The average annual Operation and Maintenance costs to maintain the current level of service is $15.0K. The average annual additional Operation and Maintenance costs to maintain the proposed level of service is $0.0K. To determine the total estimated operating costs in a given year, the proposed LOS operating costs should be added to the current LOS operating costs. Therefore, it is recommended that the City invest $0.0K in Elections assets annually for capital work to maintain the current LOS and achieve the proposed LOS. It is recommended that current $15.0K continue to be invested annually for operating costs to maintain the current LOS and achieve the proposed LOS.

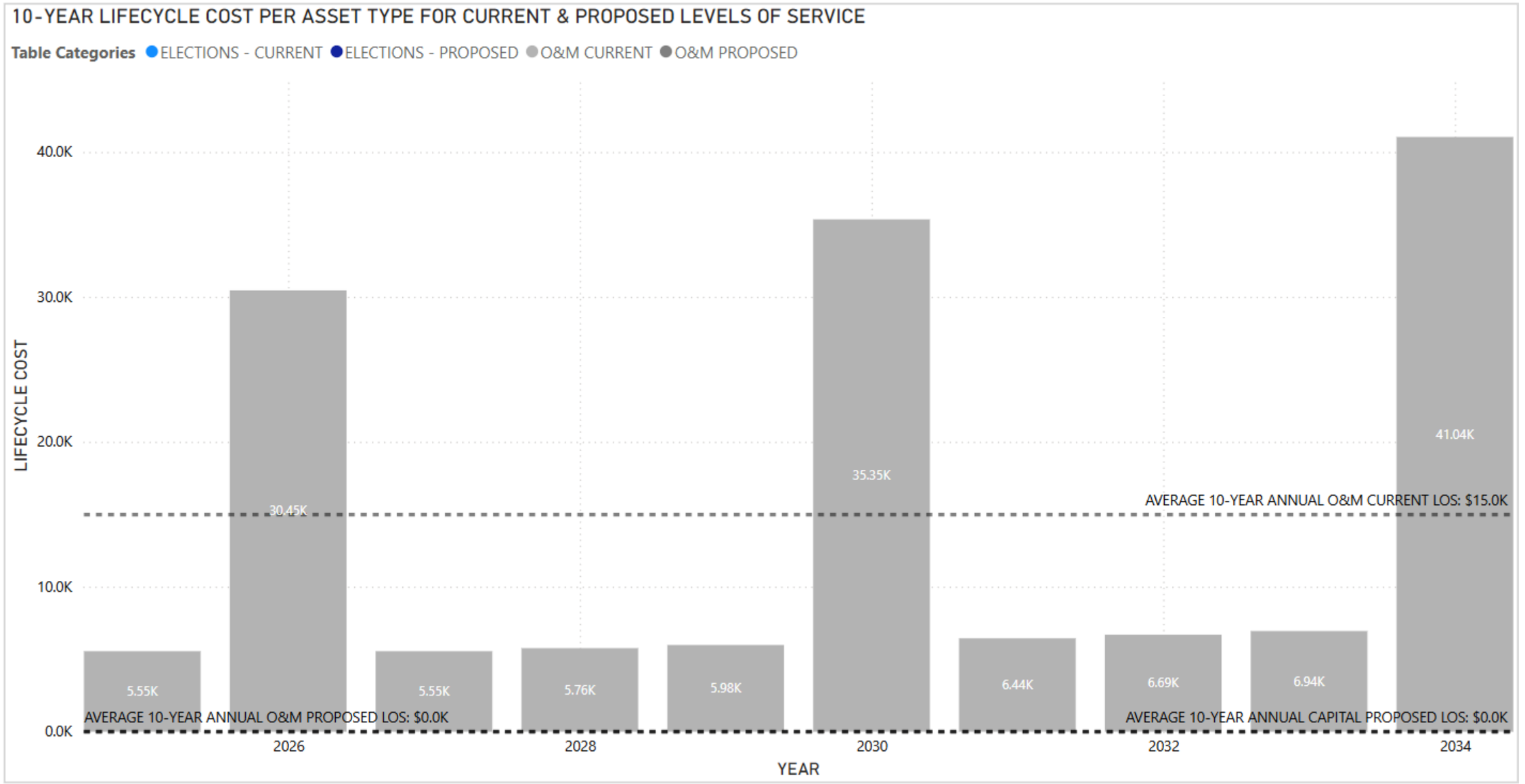

Figure 10: 10-Year Lifecycle Cost Per Elections Asset Type

Notes:

1. O&M costs are estimated based on the 2025 Operating Budget. O&M costs beyond 2027 are estimated by 3.8% inflation each year.
2. Capital costs and lifecycle are estimated based on values and methodology identified in **Section 2.3**

Per **Figure 11** below, the existing 10-year forecast from 2025–2034, further explained in **Section 8.3** of the **Asset Management Plan Overview Document**, indicates that the City is currently planning to spend an average of $0.0K on Elections assets capital work annually, and as noted above, the required 10-year average amount is $0.0K to maintain the current LOS and achieve the proposed LOS for these assets. Therefore, there is no annual funding gap for Elections assets to report at this time. The funding gap will continue to be monitored and reported as appropriate.

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

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

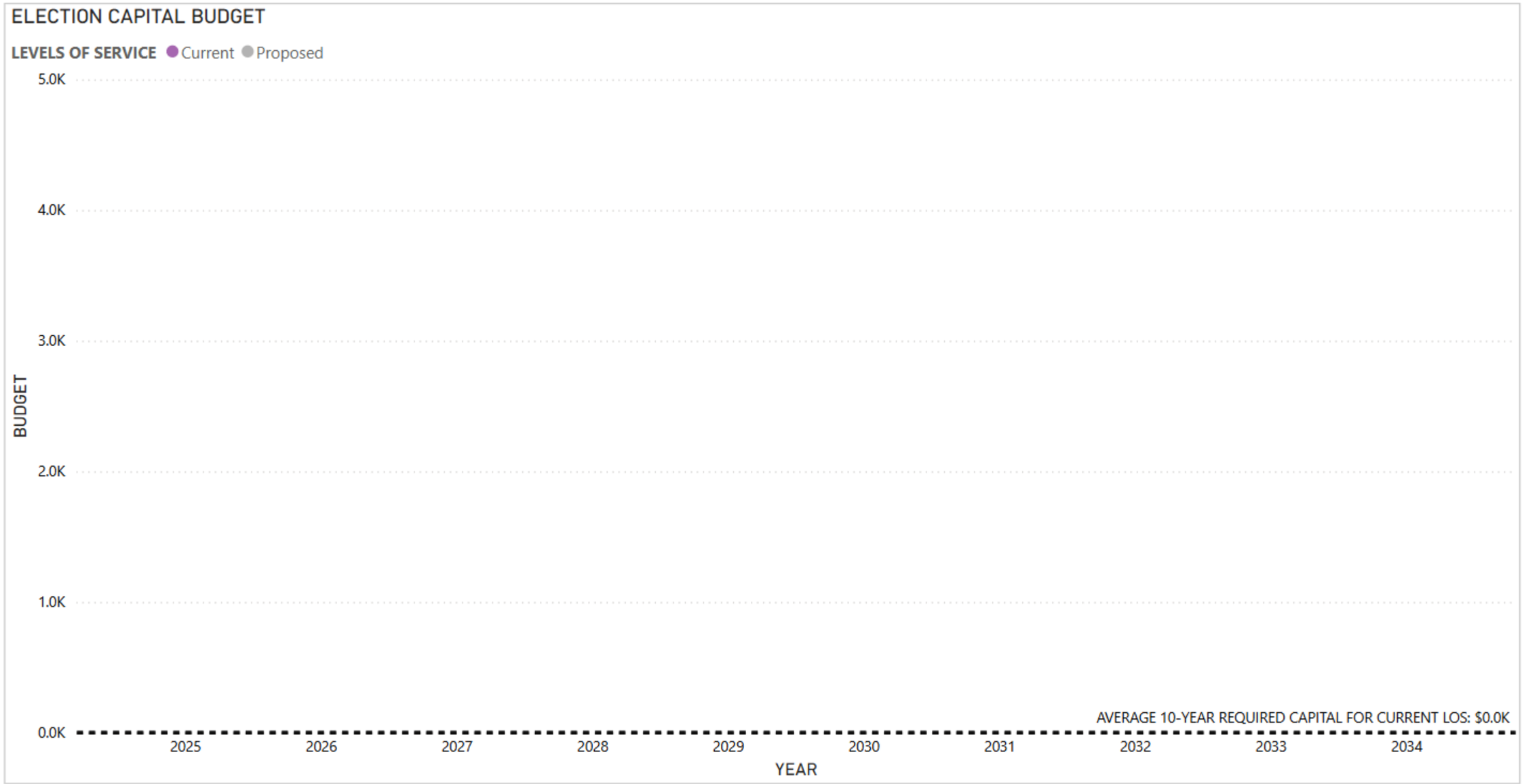

Figure 11: Existing Capital Budget Forecast from 2024–2033 for Elections Assets

Notes:

1. Capital budget forecast is estimated based on the 2025 Capital Budget. Capital budget beyond 2027 is estimated by 3.8% inflation each year.

2.5. CURRENT LEVELS OF SERVICE

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

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

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

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

2.5.3. MUNICIPALLY DEFINED CUSTOMER LEVELS OF SERVICE

The customer levels of service are defined in **Section 6.2** of the **Asset Management Plan Overview**. For Elections assets, the asset specific interpretation of these levels of service is defined below in **Table 18**.

Table 18: Municipally Defined Customer Levels of Service

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

2.5.4. MUNICIPALLY DEFINED TECHNICAL LEVELS OF SERVICE

The technical levels of service for Elections assets have been developed based on the customer levels of service defined in **Table 18**. The currently available customer levels of service with the corresponding technical levels of service and Key Performance Indicators (KPI) metrics are defined in **Table 19** under Current Actual Performance (2024 Values). Due to a high response rate on staff surveys conducted in 2024, the confidence level in the applicability of the KPIs derived from the survey data is High.

Proposed future performance metrics have been identified for the 2025 AMP and the need for additional KPIs and KPI targets has been identified. The City will look for opportunities to gather and include information for missing KPI metrics in future iterations of this AMP. N/A indicates information which is Not Available for this AMP and will be reviewed for future iterations.

The City recognizes that if assets are not renewed at the appropriate timing, it will inevitably require difficult trade-off choices that could include:

- A reduction of the level of service and availability of assets;
- Increased complaints and reduced customer satisfaction;
- Increased reactive maintenance and renewal costs; and
- Damage to the City's reputation and risk of fines or legal costs

Table 19: Levels of Service KPIs

				Proposed Future Performance									
Customer Level of Service	**Technical LOS**	**Units**	**Current Actual Performance (2024 Values)**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**
Accessibility*	Not Available	Not Available	Note Available	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Quality	Percent of Assets in Fair or Better Condition	% of Assets	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Cost Efficiency	Not Available	Not Available	Not Available	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Safety	Not Available	Not Available	Not Available	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Environmental Sustainability	Not Available	Not Available	Not Available	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Reliability	Not Available	Not Available	Not Available	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Responsiveness*	Not Available	Not Available	Not Available	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

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

2.5.5. PROPOSED FUTURE LEVEL OF SERVICE TARGETS

For the purpose of this report and the discussion surrounding proposed future levels of service targets, there are three (3) possible options defined in **Table 20** including the risks associated with those options to the long-term sustainability of the municipality.

Table 20 Technical Levels of Service KPIs

Level of Service Development Options	Description	Risk Associated with Options
Decrease Level of Service	Decreasing the level of service should result in cost savings. E.g. Supplies are replaced every 8 years.	In some circumstances, decreasing the level of service may have little impact to the overall customer experience. In others, decreasing the level of service may result in a decreased level of customer satisfaction and could lead to safety concerns and possible damage to the City's reputation. Decreasing the level of service too much for an extended period of time may result in higher costs for repairs or closure of certain assets over the long-term.
Maintain Level of Service	Maintaining the level of service should maintain costs with increases anticipated to reflect inflation. Customer experience would also be anticipated to remain the same as well as the City's reputation. Costs would be anticipated to increase minimally over time due to inflation or growth factors. E.g. Supplies are replaced every 4 years	If the current levels of service match customer expectation and regulatory requirement, maintaining them would typically be the recommended approach. However if the current levels of service do not match customer expectations or regulatory requirements, then maintaining them may not be the recommended approach. Similarly, City reputation may not match with what the City would prefer. If a low level of service is maintained for too long it may lead to health and safety concerns.
Increase Level of Service	Increasing the level of service should result in enhanced customer experience and City reputation. E.g. Supplies are replaced every 2 years.	Increasing service would involve increased costs. Increasing the level of service too much, for an extended period of time, may become financially unsustainable for the City.

Each of the technical levels of service have been examined to see if and/or how the proposed levels of service differ from the current levels of service:

The Percent of Assets in Fair or Better Condition is currently 100% and is planned to be maintained at 100% for the next ten (10) years. This level of service is expected not to change as assets must be maintained in this condition to be used during an election. Staff monitor the condition of these assets and those not in Fair or Better condition would be replaced prior to election polls opening.

It is important to note that customer preferences and expectations do not always align with internal technical targets. A consideration of this section is linking the customer and technical levels of service to determine areas where different levels of service could be proposed. Decisions regarding the level of service for Records and Printing Services have a high level of confidence as the initial internal 2024 survey results have a higher level of engagement and data confidence.

2.5.6. AFFORDABILITY AND ACHEIVABILITY CONFIDENCE

To determine whether the proposed levels of service are achievable and if the City can afford the proposed level of service **Table 21** has been developed to review confidence in the proposed levels of service.

Table 21 Affordability and Achievability Confidence

Customer Level of Service	Technical LOS	Achievability Confidence	Achievability Description	Affordability Confidence	Affordability Description
Accessibility	N/A	N/A	N/A	N/A	N/A
Quality*	Percent of Assets in Fair or Better Condition	High	The Percent of Assets in Fair or Better Condition has a high achievability score. High confidence was selected by staff as this asset class is small and routinely tracked. The department is certain that by maintaining current service levels, this score will continue to be achieved.	High	Staff have assigned a high affordability confidence to The Percent of Assets in Fair or Better Condition as this is a low cost asset class that receives regular condition assessments by staff. Any assets identified for replacement are purchased by staff prior to the scheduled election.
Cost Efficiency	N/A	N/A	N/A	N/A	N/A
Safety	N/A	N/A	N/A	N/A	N/A
Environmental Sustainability	N/A	N/A	N/A	N/A	N/A
Reliability	N/A	N/A	N/A	N/A	N/A
Responsiveness	N/A	N/A	N/A	N/A	N/A

It is important to note that while the proposed service level change may appear affordable when viewed in isolation of this plan specifically, when it is examined in the context of the overall budget, these levels may not be achievable and would be considered unaffordable. As service level data continues to be collected, staff will also continue to review the achievability and affordability of the levels of service proposed within the future iterations of this plan.

2.5.7. LEVEL OF SERVICE LIFECYCLE COST CONSIDERATIONS

Proper considerations should be made for the most cost-effective methods that can be undertaken to achieve the lowest cost associated with a chosen level of service. **Table 22** below includes the lifecycle options available and the associated risks with the chosen options.

Table 22 Lifecycle Options and Associated Risks

Lifecycle Options	Description	Risks Associated if Undertaken	Risks Associated if Not Undertaken
Planning	Consideration is made regarding the asset involving the needs of internal and/or external customers.	Planning activities may extend project timeline.	If planning activities were not undertaken there is a risk missing something that we needed
Operation & Maintenance	The asset is providing benefits to the community and operation and maintenance activities (see **Table 6**) are completed on the asset at specific time intervals to prevent premature failures of the asset.	Completing operation & maintenance activities may mean that there is limited or no access to the asset for a period of time.	If O&M activities were not undertaken the asset would have premature failures, become unsafe and would cost the City more to repair or would have to be closed/removed.
Repair	The asset or a portion of the asset is no longer functioning appropriately, and a repair is needed.	Completing repair activities may mean that there is limited or no access to the asset for a period of time.	If repair activities were not undertaken the asset would no longer function as it should and would affect service levels. The asset would eventually deteriorate and no longer function.
Replace	The asset has reached the end of its useful life and needs to be replaced to maintain service levels.	Replacing the asset may mean limited or no access to the asset during a period of time.	If replacement activities were not undertaken the asset would no longer function as it should and would affect service levels.
Create New	A new asset may need to be created.	A new asset may need to be created to support a function or to replace an old, existing asset that has reached the end of its useful life.	If a new asset is not created this may lead to an eventual reduction in service levels.

Note: The full lifecycle stages for these assets can be found in Section 2.4.1 and the list of specific lifecycle activity options is located in Section 2.4.2 of this AMP.

Depending on the level of service being considered, the most cost-effective method that should be undertaken to achieve the lowest cost associated with the specific level of service may actually be a combination of lifecycle activities. The combination selected will be based on that specific asset and the activities that are likely to give the lowest cost while maintaining the chosen service level.

When considering the Percent of Assets in Fair or Better Condition the lowest costs for lifecycle activities undertaken would be a combination of operation and maintenance activities and repairs to the existing asset. When the asset has reached the end of its useful life, there would be a need for replacement.

2.6. CURRENT ASSET PERFOMANCE

The current asset performance for Elections assets has been separated into three (3) categories for this section of the report:

- Energy Performance;
- Operating Performance; and
- Sustainability Performance

2.6.1. ELECTIONS CURRENT ENERGY PERFORMANCE

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

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

2.6.2. ELECTIONS CURRENT OPERATING PERFORMANCE

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

2.6.3. ELECTIONS CURRENT SUSTAINABILITY PERFORMANCE

To determine if the City is able to provide sustainable service delivery for the Elections assets, the **Asset Sustainability** Index (ASI) is utilized. It is calculated by taking the amount the City is proposing to spend on Levels of Service (LOS) and dividing it by the amount the City is projected as needing to spend to maintain the LOS. The ASI can be calculated for the Current LOS, the Proposed LOS or the combination of the two. It can be for Capital costs, Operating & Maintenance (O&M) costs or a combination of the two.

Table 23 shows the ASI for the various scenarios and the final combined for the different asset categories. The ASI is used as a high-level assessment of whether the City is accommodating asset renewals in an optimal and cost-effective manner based on timing and relative to financial constraints. It is also an indicator of the risk the City is accepting and targeted service levels it wishes to maintain.

Table 23: Elections Operating Performance

	Current LOS	Proposed LOS	Combined LOS
Capital Costs	100%	100%	100%
O&M Costs*	N/A	N/A	N/A
Combined Costs	-	-	100%

* Due to the way the O&M costs are derived at this time, the ASI for O&M costs has not been included in this iteration of the AMP. It is expected to be included in future iterations as the O&M data tracking on an asset class specific basis improves.

To ease understanding the ASI is reported as a percentage:

- An ASI of 100% is considered to be the best as it indicates that expenditures match what is needed to sustain levels of service. This is more efficient as it preserves infrastructure for the lowest cost over time.
- Above 100% funding should be reviewed as it suggests that the City is spending more than necessary, which may be an inefficient distribution of resources. In some circumstances this may be appropriate on a temporary basis to reduce backlogs of overdue repairs and/or replacements.
- Below 100% indicates a funding shortfall, meaning the City is not investing enough to maintain levels of service. If not addressed, this gap can lead to declines in levels of service over time.

The Elections ASI of 100% is above the Combined LOS ASI for all assets of 61%.

2.7. DISCUSSION & CONCLUSIONS

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

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

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

It is estimated based on the average annual cost in the 10 Year Life Cycle Costing that the City should be spending an average $0.0K annually for the capital Elections asset costs and should be spending an average of $15.0K annually on Operating and Maintenance on these assets. The City is currently proposing to spend an average of $0.0K annually on capital for the Records & Printing assets'. This results in a funding gap of $0.0K from the forecasted capital need for Current and Proposed LOS. The City is currently proposing to spend $15.0K annually on Operating and Maintenance resulting in a funding gap of $0.0K.

Current and Proposed Levels of Service have been identified for Elections assets. Currently, these levels of service and associated KPIs are based on data collected by City employees. Brantford is working to continue to develop the process to track these metrics which will assist in tracking these and any further identified KPIs for future iterations.

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

For Sustainability performance, the Combined Capital Level of Service Asset Sustainability Index (ASI) is 100%. This is slightly below the ASI for all assets of 61%. Increased funding or a change to the levels of service will be required to achieve the target ASI of 100%.

The next iteration of this Elections AMP document, due in 2030, will be revised to include updated and new information obtained over the next five years.