

CAPITAL PROJECT CHARTER

Year: 2022-2031

Charter Number: ITSV-014 (Revised in April 2025)

Charter Name: Enterprise Maintenance Management & Asset Management (EMM-AM)

Lead Department: Information Technology

Type: Growth

Explanation (RMR or Growth): Replacement of current maintenance management system with an integrated enterprise maintenance management system and asset management system.

Asset Category: Mobile & Other Equipment

Scope Statement:

To implement a single platform for asset management and maintenance management applications used across the City to maintain and manage all asset classes and in doing so:

1. To replace the City's current computerized maintenance management system (IPS) and various maintenance management and asset planning software with an integrated enterprise maintenance management and asset management system (EMM-AM) that will be tightly integrated with the existing enterprise geographical information system (GIS) and, financial and human resource systems (ERP).
2. To provide asset stewards with the tools necessary to practice and mature the City's Asset Management (AM) program.
3. To reduce the number of software applications currently in use.
4. To deliver an improved integrated platform to enhance the City's ability to streamline processes and improve service levels.

PROJECT CHARTER JUSTIFICATION

Enterprise asset management (EAM) is a combination of software, systems, processes and services used to maintain and control operational assets and equipment. The aim is to optimize the quality and utilization of assets throughout their lifecycle, increase productive uptime and reduce operational costs and total cost of ownership.

The implementation of the Enterprise Maintenance Management and Asset Management (EMM-AM) platform will give a holistic view of complete asset lifecycle management including planning, procurement, operations, maintenance, and disposal of assets.

The EMM-AM platform will enable the City to fulfill its obligations of delivering and supporting services to the community through asset maintenance and management in a way that balances service delivery, performance, risk and affordability.

This project was initiated because of dissatisfaction with the capabilities and high support costs of the current system, Infor Public Sector (IPS). Various other asset management software is also used for specific asset classes, resulting in a fragmented approach overall. A complete replacement is envisaged, one that combines existing systems and would enable better integration with the City's existing GIS and ERP systems.

Additional project goals are , improved usability by mobile (field) users, reduced support costs, and the ability to better report on the total cost of ownership of major City assets. Improved service request and issue management capabilities are also in scope.

The current Infor Public Sector (IPS) software is used by Public Works, Facilities, Utilities and Environment teams to track service levels, operational costs and the resources used in maintaining City assets, inventory, work orders, and customer service management.

Despite regular version upgrades, the capability of the software is limited and narrow in focus. Licensing costs continue to increase, making IPS one of the costliest software suites used by the City, despite its limitations.

Given Council's strategic direction for financial sustainability , having a comprehensive and accurate view of all City assets is a vital step to determine future requirements, accurately manage life cycles, and mature the City's Asset Management Program.

This capital charter revision is driven by costs determined in negotiation with the preferred proponent from the RFP process and represents current market conditions and staffing capacity.

Current State - Limitations in the capability of IPS have resulted in reliance on additional software, including the GIS system for spatial data records and data collection, See-Click-Fix for the reporting and tracking of requests and issues reported by residents, Facility Dude as a temporary work order and asset management system for Recreation and Parks, as well as numerous manual processes and spreadsheets for other asset classes.

IPS has limited support for mobile workers, hindering efforts to improve customer service, and requiring costly new licensing.

The net effect is a lack of a single "system of record" for City assets, their lifecycle attributes, service histories, and total cost of ownership.

Issue - Administration has expended significant efforts to adapt IPS and supplement it with other software to support the City asset management requirements, but the system remains at its core inadequate and expensive for the functions and scope delivered.

Maintenance management and asset management for the remainder of asset classes are maintained and managed outside of IPS using manual spreadsheets. There is no automated or real time integration with enterprise GIS data, finance or human resource systems. Data quality, decision making, and operational processes suffer from the lack of an enterprise platform.

Opportunities - The implementation of an integrated Enterprise Maintenance Management and Asset Management (EMM-AM) platform provides a transformative opportunity to enhance operational efficiency, asset stewardship, and service delivery. By consolidating multiple legacy systems and integrating with existing enterprise GIS and ERP platforms, the City can increase consistency, optimize application management, and improve the quality and availability of asset, cost, and spatial data.

This enables more informed decision-making, especially in capital planning and lifecycle asset management, where tools will support risk-based planning, accurate TCA reporting, and sustainable infrastructure investment.

The platform will also empower asset stewards with advanced tools to improve the accuracy and availability of real-time asset data, strengthen risk management, optimize lifecycle costs, and ensure long-term sustainability. Through improved analytics and reporting, departments will gain a comprehensive view of assets, supporting evidence-based decisions that align with Council's strategic direction and service level expectations.

Enhanced maintenance management will increase asset up-time, support labor and supply chain planning, streamlined processes, increased productivity, and enhanced service levels across departments.

Administration is also aware of competitive software solutions that offer more capable and robust functionality aligned with the evolving needs of the organization. Other municipalities have migrated from legacy systems such as IPS to modern platforms that leverage GIS as the authoritative system of record. These transitions have demonstrated improvements in data veracity, seamless integration with enterprise GIS, reduced long-term maintenance costs, and enhanced ability to streamline processes and improve service levels. Collectively, these opportunities position the City to modernize operations, optimize resources, and deliver more resilient and effective services to the community.

Risks - Failing to implement the integrated EMM-AM platform poses risks to the City's operational efficiency, service delivery, and long-term financial sustainability.

Remaining with the current IPS software would limit the City's ability to achieve the opportunities identified above, inhibit the use of mobile technology and perpetuate labour-intensive processes and resources. Continued reliance on fragmented legacy systems will lead to inefficiencies, poor data quality, and limited integration with GIS and ERP systems, hindering decision-making and cross-department collaboration.

The City risks higher maintenance and support costs, reduced asset performance, and missed opportunities to optimize lifecycle value across multiple assets. Inadequate tools for tracking asset condition, costs, and service levels may compromise risk management, compliance, and strategic alignment with Council priorities.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: 5. Financial Sustainability

Initiatives: N / A

Operational Excellence Priority Area: 3. Digital Transformation

Initiatives: 3.2 Enterprise Maintenance Management and Asset Management (AM) Platform

Stakeholder Identification: Engineering, Public Operations, Recreation and Parks, Community Services, Financial and Strategic Services, Human Resources and Safety, Information Technology, Communication and Public Affairs and Legal and Legislative Services.

Timeline:

2022: RFI process and technology research

2023: Process review and mapping, requirements gathering, RFP development, RFP posting

2024: RFP Evaluation, demonstration, contract negotiation

2025-2031: EMM-AM Platform software implementation and integration phase deployment

FINANCIAL INFORMATION:	Investment Year	2022	\$	1,400,000
		2023		
		2024		
		2025	\$	5,108,400
		2026		-
		2027		-
		2028		-
		2029		-
		2030		-
		2031		-
		2032		-
		2033		-
		2034		-
		Total	\$	6,508,400
	See Capital Project Worksheet for details.			

This investment is a fraction of the value of the City assets that the platform will manage and protect. Based on the latest Tangible Capital Asset report, the total project cost is 0.48% of the estimated value of City assets it will be used to manage and protect.

Operational Impacts: Yes (If yes, refer to Operating Impacts Worksheet for details.)

Associated Operating Business Case: N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs										
Concept Planning	570,000									
Detailed Planning & Design (Professional Services)	830,000	135,600	182,600	128,700	138,200	-	-			
Site Servicing										
Structure / Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency		89,500	18,300	12,900	13,800	-	-			
Public Participation Activities										
Equipment (annual licensing and fees)		228,500	291,100	306,200	318,300	327,000	343,100			
Other (resources, disbursements)		574,000	536,800	547,700	563,700	232,400	120,000			
TOTAL	1,400,000	1,027,600	1,028,800	995,500	1,034,000	559,400	463,100	-	-	-

Comments: The ITSV-014 capital project budget currently has a balance of \$830,000. Therefore, the net increase for the total project is \$5,108,400.

Implementation Stages are as follows:

Stage 1:- Transportation, streets and sidewalk, solid waste, PW inventory, parks and usage area, trees and horticulture, capital asset planning and service request portal.

Stage 2:- PW fleet and equipment, PW fleet inventory

Stage 3:- Utilities - Water, Wastewater and Storm, Utilities - Facilities

Stage 4:- Municipal & Recreational facilities, Transit fleet, Arts and artifacts.

OPERATING IMPACTS WORKSHEET

Timeframe: Ongoing

The projected net impact to the base budget for annual software and hosting fees for the new platform after all stages are deployed is \$65,200 for 2031.

A 5% increase is applied for each following year.

The new platform will maintain and manage all asset classes compared to the subset of asset classes maintained and managed by the existing software.

OPERATING IMPACTS	Department	2031	2032	2033
Base budget adjustment for software fees	Information Technology	65,200	68,460	71,883
TOTAL		65,200	68,460	71,883

APPROVAL

Author:	Joanne Graham, Information Technology	2025-05-13
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