

Integrating Asset and Energy Management: Lessons from City of Kingston

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[Webinar Recording](#)

AMONTario and Climate Action Partnership are collaborating to bring together municipal asset and energy managers across Ontario. Aligning asset and energy management is a critical step in achieving cost savings, reducing emissions, and meeting long-term decarbonization and service delivery goals. In this webinar, the City of Kingston shared their journey of merging their asset and energy management departments and the key lessons they've learned from this integrated approach.

Presenters

- Russell Horne | Manager, Facilities Energy & Asset Management, Facilities Management and Construction Services | City of Kingston

Presentation Overview

- The city has moved away from "simple payback" periods, which are often insufficient for decarbonization projects, in favor of Total Cost of Ownership (TCO) and lifecycle costing.
- Historically, asset management and energy management operated as independent disciplines with distinct priorities. The City of Kingston identified significant risks and inefficiencies in this separation.
 - Cost Inefficiencies: Operating these disciplines independently leads to redundant capital spending and wasted human resources.
 - Missed Opportunities: Assets might be replaced at the end of their life without energy optimization, or energy projects might replace functional equipment prematurely, leading to poor capital allocation.
 - Failure to spend taxpayer money effectively on infrastructure and sustainability goals can damage public trust.
- Facilities Management and Construction Services department breakdown:
 - Construction Services: Design and build assets that meet the durability and energy performance criteria.
 - Facilities Maintenance: Responsible for the reactive and preventative maintenance that sustain the energy efficiency in asset life.
 - Energy and Asset Management: Building condition assessments, asset management planning. Responsible for recommissioning on a 5-year cycle (all buildings go through recommissioning measures, deep carbon energy audits [typically an ASHRAE Level 2 energy audit]).
- Key Operational Activities
 - Recommissioning Cycles: All buildings undergo recommissioning every five years.
 - Energy Audits: ASHRAE Level 2 energy audits are performed in tandem with recommissioning.

- Portfolio is made up of about 95 EV charging stations, 32 building automation systems, 2 ground source heat pumps, tracking over 500 utility meters, over 15 solar PV systems.
- The city utilizes a comprehensive CMMS (Amaresco Asset Planner) to house all data.
 - Over 160 facilities, \$1.5 billion in replacement value, 2.7 million square feet of floor area Energy consumption data and energy models for every building.
 - Direct linkage between service request frequency and capital planning; When a service request continues to come up on a piece of equipment within a building, it's flagged so that there is the understanding that the piece of equipment is not meeting its life expectancy, maybe capital funding needs to be shifted to replace that piece of equipment. This helps identify opportunities for energy efficient upgrades.
- Kingston has inverted its maintenance performance over 15 years. The current Key Performance Indicator (KPI) target is:
 - 80% Preventative Maintenance: Proactive tasks such as filter changes and belt adjustments.
 - 20% Reactive Maintenance: Emergency repairs and unplanned failures.
- Aligning the Asset Management Plan with the Net Zero Transition Plan enabled looking at total lifecycle cost under an asset management and decarbonization lens - Aligning these strategies ensures that when a major asset is due for renewal, it's evaluated for energy optimization.
- The city utilizes three distinct budget envelopes to manage infrastructure:
 - Asset Renewal Envelope: Funds standard end-of-life replacements.
 - New Capital Envelope: Funds new builds and initiatives outside the asset plan.
 - Decarbonization Fund
- Leveraging the renewal fund and the decarbonization funds allows GHG emission reductions to be maximized, while maximizing and stretching out that asset renewal funding
- Utility Savings: The integration generates nearly \$700,000 in annual savings, which currently revert to the city's operating budgets.
- Despite the success of integrating departments, the City of Kingston faces external constraints that require strategic flexibility.
 - Grid Constraints: Kingston is currently "electrically constrained," meaning the city cannot fully electrify many buildings until approximately 2030. To manage grid constraints, the city must sometimes repair old equipment to keep it functional until the electrical capacity exists for deep energy retrofits.

Resources

[City of Kingston Net Zero Transition Plan](#)

Contact Information

Please reach out to us at any time with questions, input, or for additional information.

Desi Stefanova, Program Manager: dstefanova@climateactionpartnership.ca