



Strategies for long term Sustainable Service Delivery in Your Community

David Allen, Executive Director
Asset Management BC

February 9, 2023 – LMLGA, Richmond, BC
LGLA Elected Officials Seminar Series



Asset Management BC Partners





Through the Asset Management BC Strategic Plan, our key priority areas are;

- Ensuring stakeholders understand the value of asset management through outreach and awareness
- Supporting Asset Management Education and Capacity Building
- Improving Partner Collaboration and supporting an active and engaged Community of Practice
- Building internal governance capacity and financial sustainability for Asset Management BC

Asset Management for Sustainable Service Delivery



A BC Framework
2019



The 'BC Approach'

The Framework establishes a high-level, systematic approach that supports local governments in moving toward service, asset and financial sustainability through an asset management process.

- **Why** asset management is necessary
- **What** asset management is
- **How** it can be implemented

Climate Change & Natural Assets Primers

Climate Change and Asset Management

 A Sustainable Service Delivery Primer

2019

A companion document to Asset Management for Sustainable Service Delivery: A BC Framework



Natural Asset and Asset Management are not separate entities. One needs the other.

*Michelle Molnar, Technical Director,
Municipal Natural Assets Initiative (MNAI)*

It is all about the provision of services: So why not strategically incorporate natural assets and climate change?

*Christine Callihoo, MSc, RPP, MCIP
Sr. Community Climate Resilience/Adaptation Planner
Adjunct Professor, School of Resource and Environmental
Management, Simon Fraser University*

Integrating Natural Assets into Asset Management

 A Sustainable Service Delivery Primer

2019

A companion document to Asset Management for Sustainable Service Delivery: A BC Framework





BC Framework – Land Use Planning Primer

MORE DENSE DEVELOPMENT MAKES MORE EFFICIENT USE OF EXISTING INFRASTRUCTURE, WHILE SPRAWLING DEVELOPMENT IS (IN GENERAL) MORE COSTLY TO SERVICE OVER THE LONG-TERM



LAND USE PLANNING DECISIONS MUST BE MADE WITH CONSIDERATION OF ASSET MANAGEMENT CONCEPTS SUCH AS LEVEL OF SERVICE, RISK, AND LIFECYCLE COSTS.





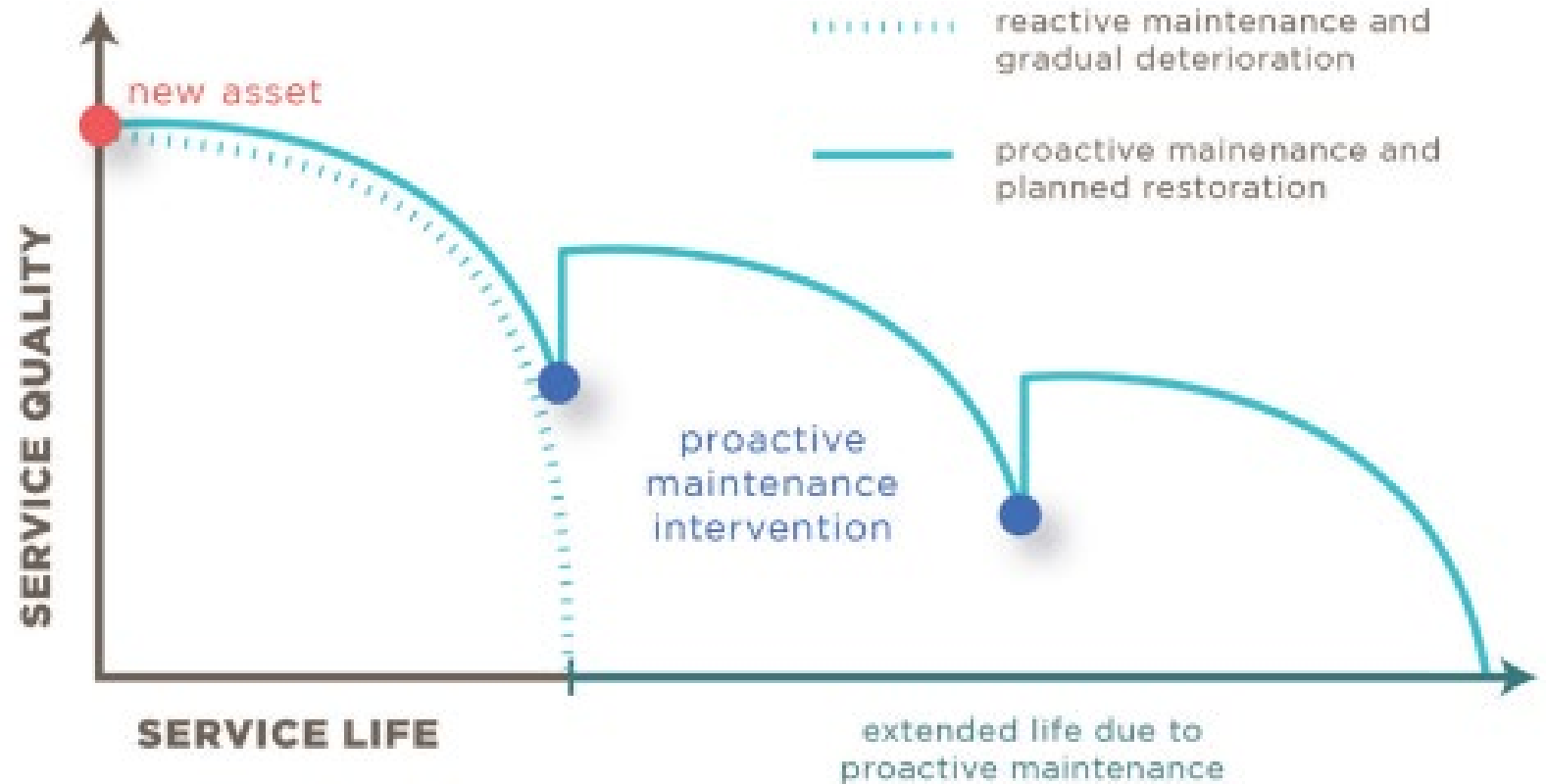
The Role of Operations & Maintenance Primer

The Role of Operations and Maintenance in Asset Management

A Sustainable Service Delivery Primer

2019

A companion document to Asset Management for Sustainable Service Delivery: A BC Framework

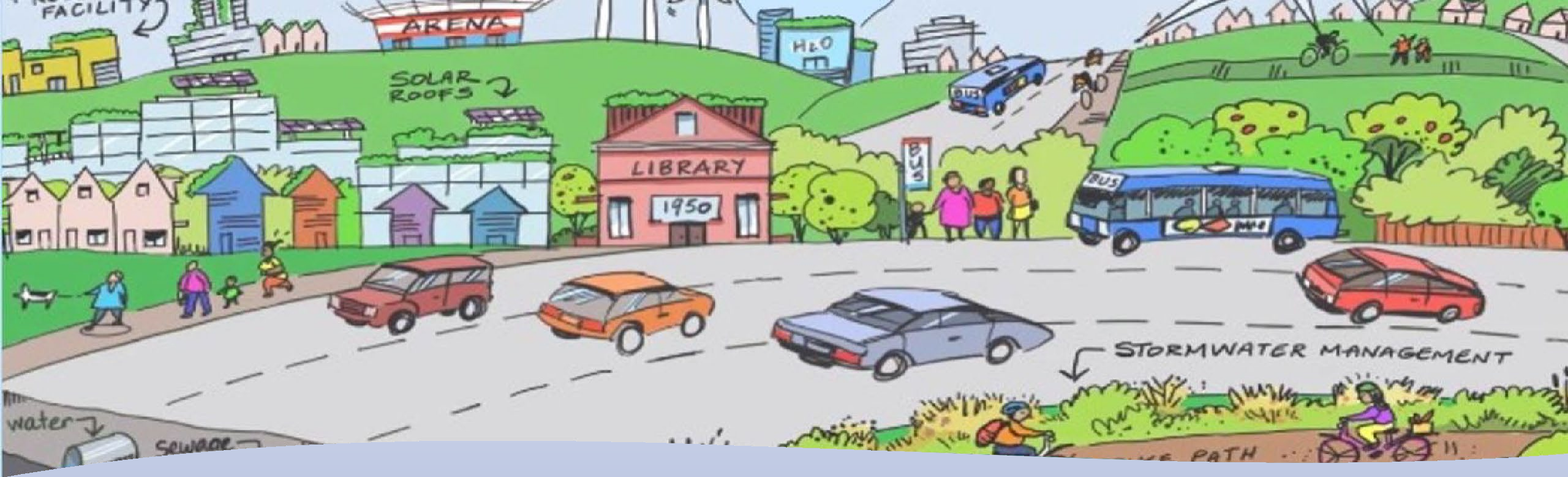




The BC Framework



- The Framework recognizes there are many components within the asset management process and provides a circular, continuous pathway to link all components of the process together.
- The Framework recognizes that asset management, must be scalable to community size and capacity.



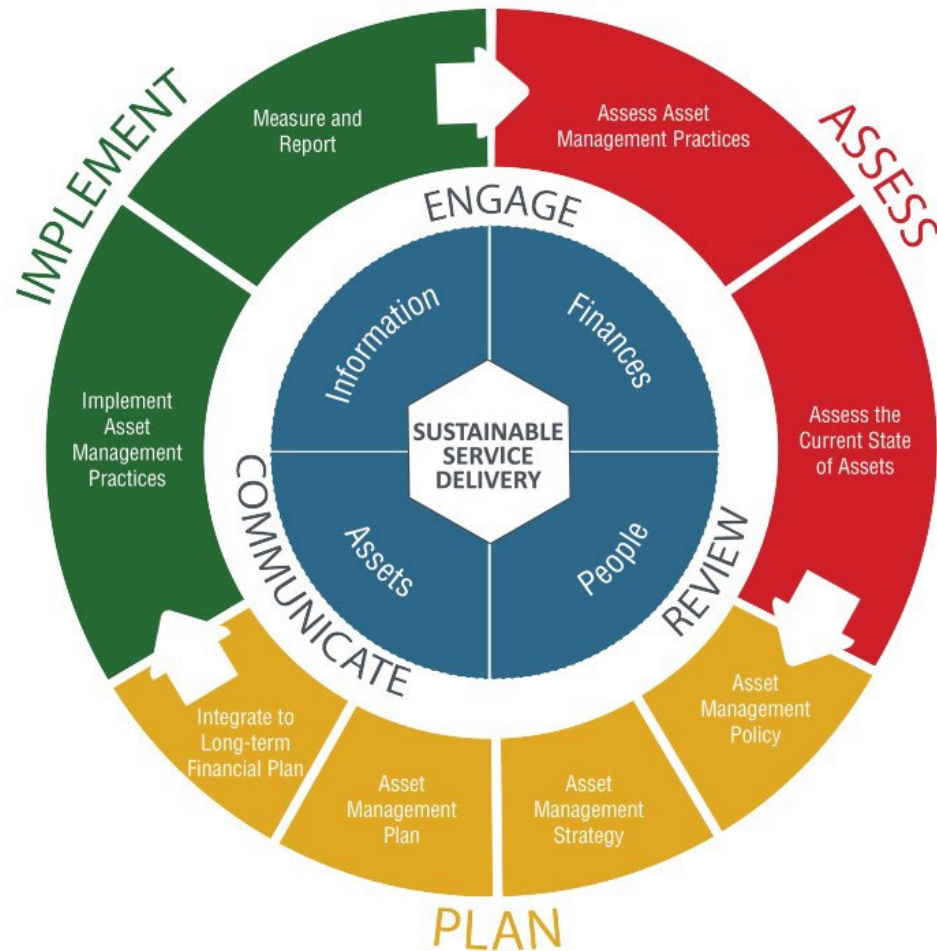
Sustainable Service Delivery ensures that current community service needs, and how those services are delivered (in a socially, economically and environmentally responsible manner), do not compromise the ability of future generations to meet their own needs.



Asset Management BC Framework for Sustainable Service Delivery



What is Sustainable Service Delivery?



- ✓ Ensures that current community service needs are met
- ✓ Supports service delivery that is socially, environmentally and economically responsible
- ✓ Helps future generations meet their needs
- ✓ Considers community priorities
- ✓ Reflects the balance of trade-offs between available resources and desired Services



PART

1

What is asset management?

Asset management is not...

- A plan
- Software
- Data collection



Asset management is not just the job of



- Staff
- Consultants

It is everyone's job!



“It's being sort of penny-wise and pound-foolish by not doing the geotechnical investigation.”

- Paul Gauvreau , University of Toronto Engineering Professor

Source: CBC News



Source: Montreal Gazette (Oct 28, 2017)



What is Asset Management?

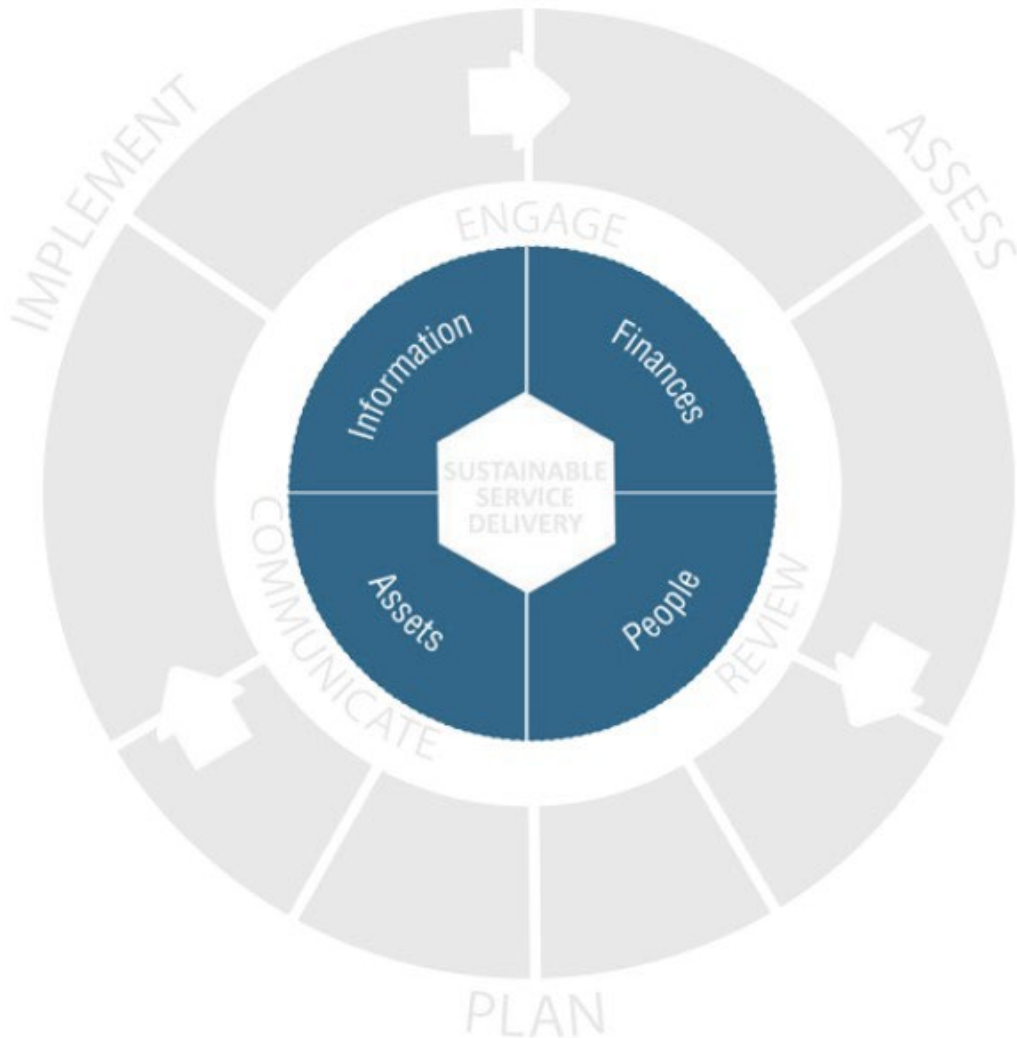
- Asset management is a continuous quality improvement process.
- This ongoing Process is incremental and scalable, involving; Assessing capacity, demand and results, Planning what needs to be done, and Implementing the plans. This continually informs how to enhance and expand the Process.





What is Asset Management?

Asset Management is an integrated process, bringing together skills, expertise, and activities of **People**; with **Information** about a community's physical **Assets**; and **Finances**; so that informed decisions can be made, supporting Sustainable Service Delivery

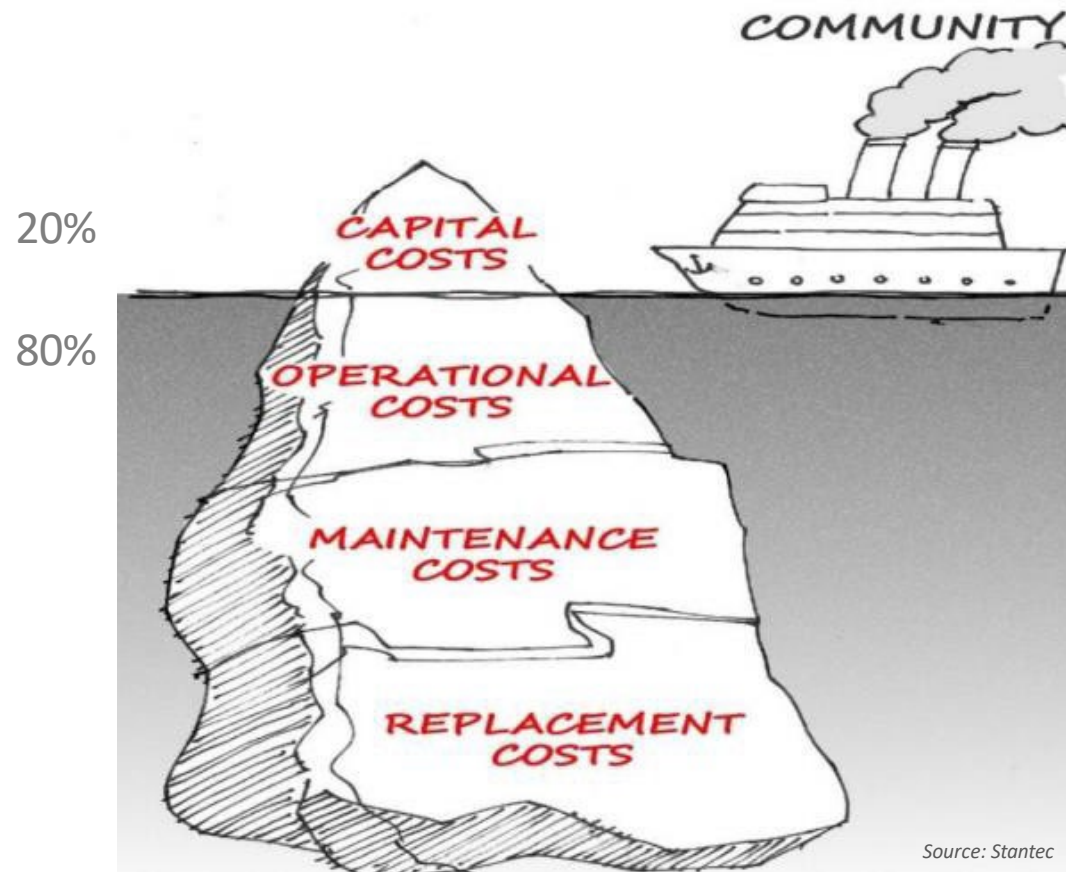


Assets provide services that contribute to our quality of life.

**UNDERSTAND
YOUR
ASSETS**



The cost of reactive, short-term thinking



What is Full Lifecycle Cost?

“Full Lifecycle Cost” means the total cost of a Tangible Capital Asset throughout its life, including planning, design, construction, acquisition, operation, maintenance, rehabilitation, and disposal



ASSET MANAGEMENT BC



PART

2

Why Asset Management?

Sustainable Service Delivery is the Purpose of Local Government

Asset management focused on sustainable service delivery is fundamental to helping local government and First Nation communities achieve their primary purposes.



ASSET MANAGEMENT BC

Purposes of Local Government - Legislation

Community Charter, Section 7: Municipal Purposes

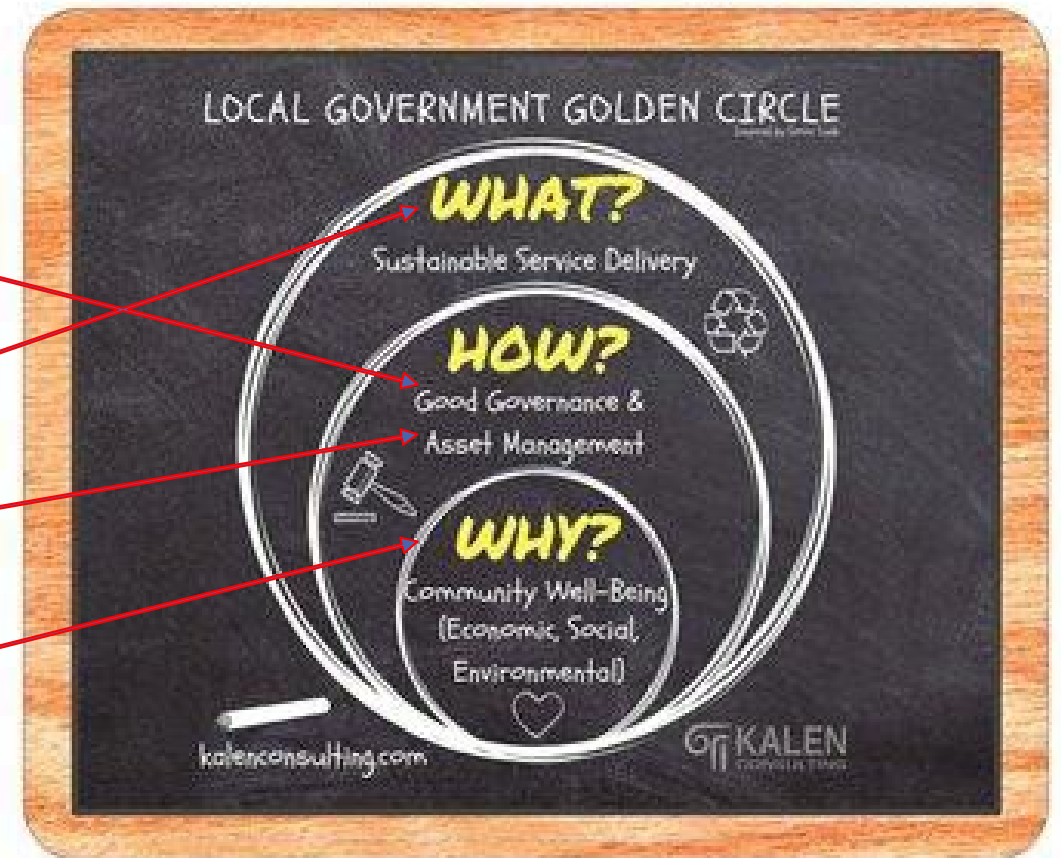
Local Government Act, Section 185: Regional District Purposes

(a) providing for good government of its community

(b) providing for services, laws and other matters for community benefit,

(c) providing for stewardship of the public assets of its community, and

(d) fostering the economic, social and environmental well-being of its community.





CANADIAN
INFRASTRUCTURE
REPORT CARD 2019

Monitoring the State of Canada's Core Public Infrastructure



canadainfrastructure.ca

“This report shows the importance of long-term investments in renewing the infrastructure that’s already in our communities—even as we envision new projects to build,”

Former FCM President Bill Karsten





The Role of Local Government

The replacement value
of BC's local government
assets is estimated at

\$200 BILLION

...excluding land, and growing at about 3% a year



Local Governments too often take core infrastructure for granted until it breaks down. Without robust Asset Management practices, it is too easy for local governments to starve capital replenishment and bring in artificially low tax rates and user fees in order to balance budgets – the long-term consequences of this can be catastrophic. Sustainable service delivery is critical for the guarantee of future livability with our communities.” – Mike Little, Mayor, District of North Vancouver



1/3 of our municipal
infrastructure
is in need of
attention.



Who does what?

MUNICIPAL GOVERNMENT

CITY OF FORT ST. JOHN

-  Water Supply & Waste Water Management
-  Solid Waste Collection
-  Road Maintenance & Transit
-  Recreation Centres
-  Fire Department
-  City Hall
-  Municipal Property Taxes
-  Parks & Playgrounds
-  Bylaw & Business Licensing
-  Municipal RCMP
-  Community Planning & Development
-  Cemeteries

REGIONAL DISTRICT

PEACE RIVER (PRRD)

-  Solid Waste
-  Regional Parks & Recreation
-  Invasive Plants
-  Regional Hospital
-  Regional Property Taxes
-  Rural Area Planning & Development

PROVINCIAL GOVERNMENT

BRITISH COLUMBIA

-  Schools
-  Health
-  Social Services
-  Support for Employees & Employers
-  Justice
-  Post Secondary
-  Highways
-  Provincial Income Tax
-  Provincial Property Tax

FEDERAL GOVERNMENT

CANADA

-  Income Tax
-  Employment Insurance
-  Child Benefit
-  Student Loans
-  Military
-  International Travel
-  Foreign Affairs
-  Banking
-  Criminal Law

Benefits of Asset Management

Elected officials

- Improves decision-making & resource allocation
- Provides better service to the community (better asset value)
- Enables better communication with public (education & awareness)
- Provides more transparency & accountability
- Helps manage risk, avoid crisis, reduce volatility

Community

- Improves understanding of challenges, choices & shared responsibility
- Better appreciation of cost and value of municipal services
- Build trust and confidence in local government
- Gives a sense of stability, security & continuity





Role of Councils and Regional Districts in Asset Management



Set strategic direction:

- AM Policy (Bylaw) & Strategy
- Level of service
- Resource allocation (budgets)
- Risk
- Long term financial plans



Role of Senior Administration in Asset Management

- ✓ **Organizational culture & alignment**
- ✓ **AM Steering Group**
- ✓ **Implementing AM System**
- ✓ **Staff Competencies & Capacity**
- ✓ **Performance & AM Improvement**



Why Asset Management?

Are we going to retain our existing services and maximize their asset lifecycles **OR** ignore asset deterioration and then react to failure?



Do you know?

What do we own?

What condition is it in?

Where is it?

What needs to be done?

What is it worth?

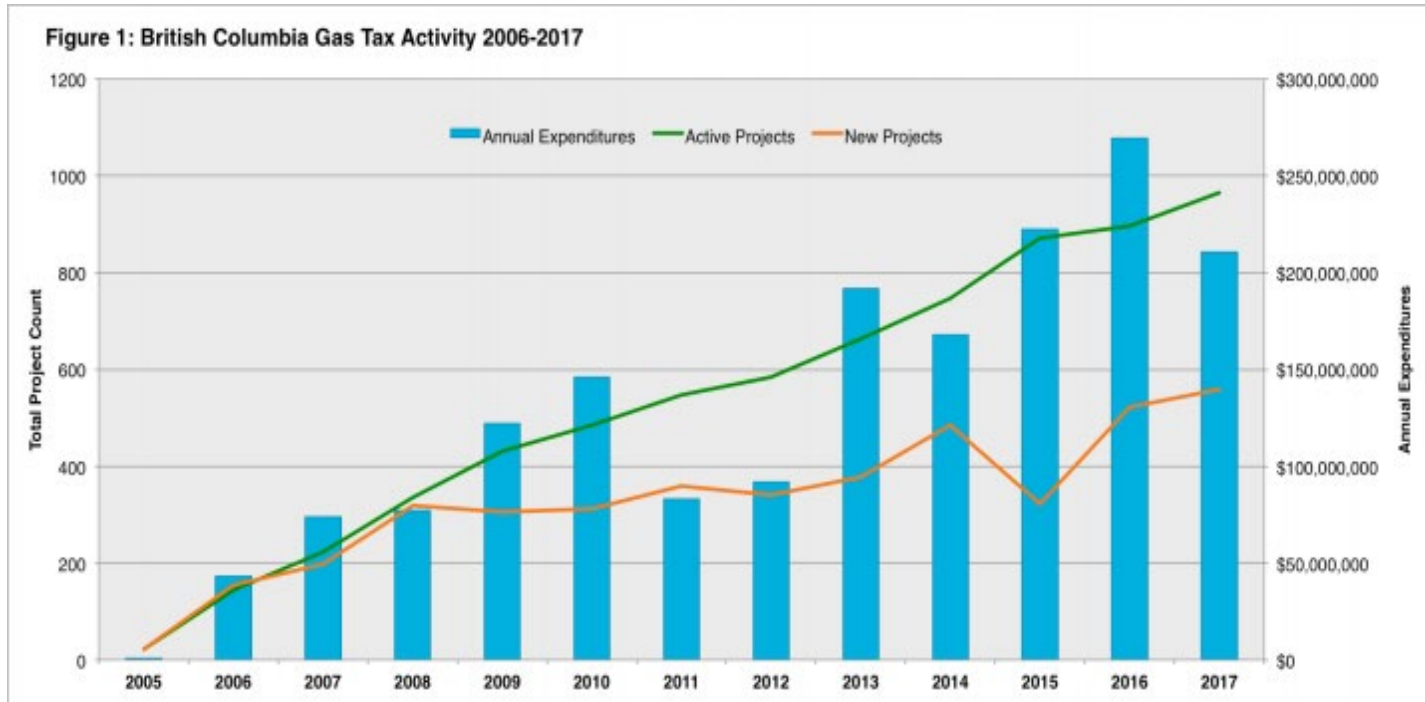
When does it need to be done by?



Why do Asset Management Plans?

- ✓ To meet regulatory requirements
- ✓ As a business case for the assets
- ✓ To support funding applications
- ✓ To provide input into a Long-Term Financial Plan
- ✓ To support community engagement on levels of service and cost
- ✓ To move toward Sustainable Service Delivery

Renewed Gas Tax Agreement (2014-2024)



FEDERAL GAS TAX FUND IN BRITISH COLUMBIA: 2017 ANNUAL EXPENDITURE REPORT

RECIPIENTS MUST SHOW PROGRESS IN ACCORDANCE WITH ASSET MANAGEMENT FRAMEWORK

- Identifies asset management as a priority
- Asset management is integral to sustainable service delivery
- Annual AM reporting to the Province (LGDE form)



PART

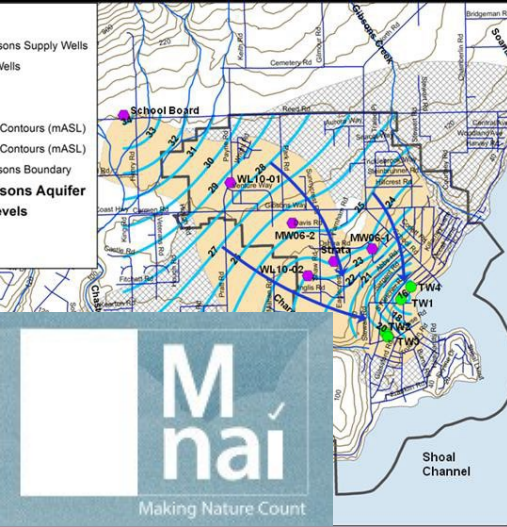
3

Asset Management in Action



Asset Management Success Factors

1. Governance & Leadership
 - Strategic Planning & Priorities
 - Council/Board AM Policy (Bylaw), AM Strategy
 - CAO commitment & support – values, culture, and organizational alignment
 - Senior Leadership commitment – breaking down silos
2. Organization-wide implementation & communication (internal and external)
3. Building competencies & capacity



Green Infrastructure

Natural Assets

- Wetlands
- Forests
- Parks
- Lakes/Rivers/Creeks
- Fields
- Soil

Enhanced Assets

- Rain Gardens
- Bioswales
- Urban Trees
- Urban Parks
- Biomimicry
- Stormwater Pond

Engineered Assets

- Permeable Pavement
- Green Roofs
- Rain Barrels
- Green Walls
- Cisterns

Natural Assets

Unknown value



Human Assets

Infinite Value

- Employees
- Contractors
- Volunteers

- Knowledge
- Processes

Is this level of service request sustainable?

CITYLAB

Why Cities, Not Individuals, Should Clear Snow From Sidewalks

Most U.S. cities leave the responsibility of sidewalk snow removal to homeowners, landlords, and businesses. The result: endangered pedestrians.

Kathi Valeii

January 11, 2019, 5:00 AM PST



Forced into the street by blocked sidewalks, a woman pushes a stroller past piles of snow outside Massachusetts General Hospital in Boston. *Josh Reynolds/AP*

PERFORMANCE

COST

RISK

Is the public willing to pay?

A person in a dark suit and tie is shown from the chest up, holding a glowing, translucent orb in the center of their hands. Inside the orb is a white line graph on a grid background, showing an overall upward trend with some fluctuations. The background is a dark, solid blue color.

ASSET MANAGEMENT

gives you the empirical evidence
so you can...

- Do the right thing
- To the right asset
- At the right time

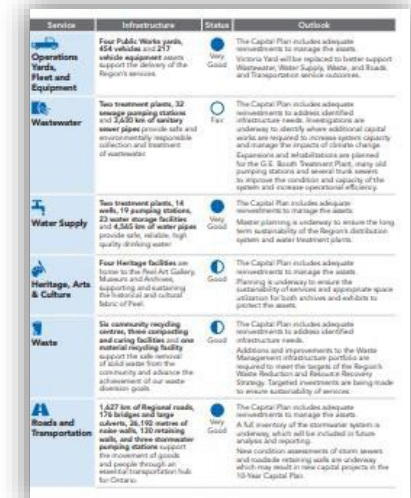
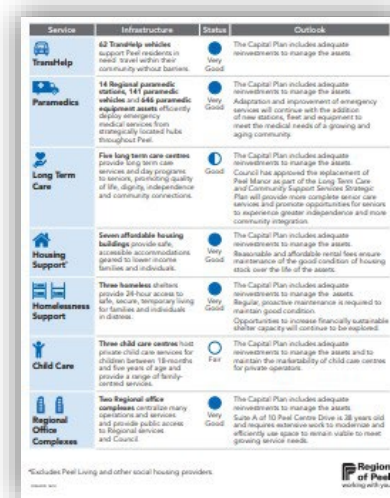
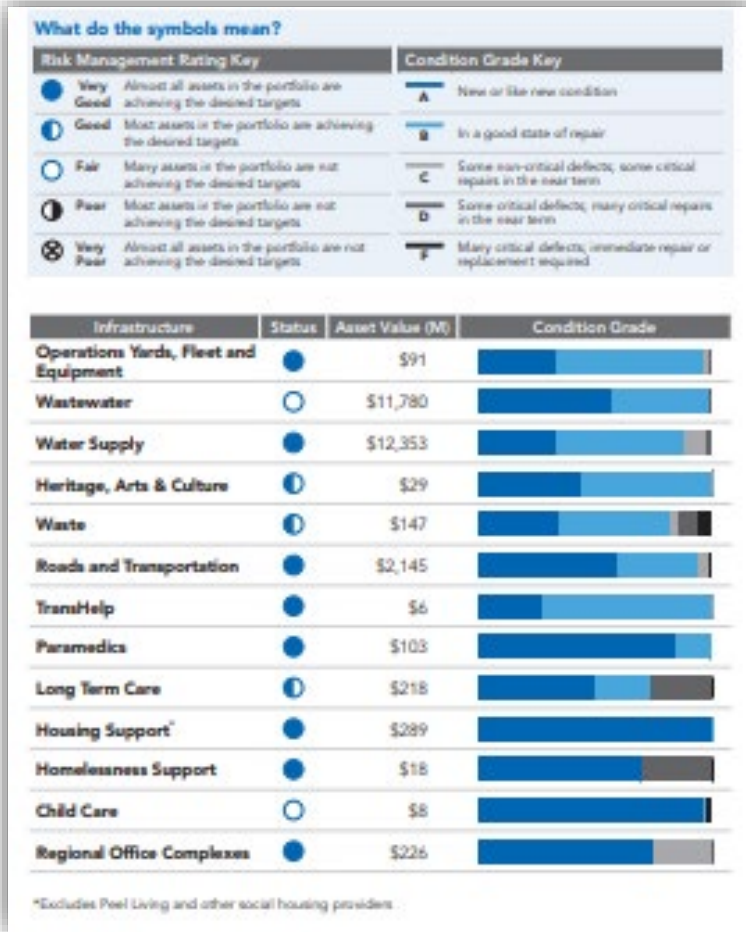
Asset Management as civic education & engagement



2019 Infrastructure Status and Outlook Report

Maintaining the existing assets in a state of good repair and building new infrastructure which meets current and future needs is critical to the success of the Region of Peel. **The Region's target asset level of service is to achieve an overall infrastructure status of Good.** This goal allows the Region to balance investing enough in the infrastructure to support efficient and reliable services while maintaining affordable tax and utility rates for the community.

This report outlines the current state of the Region of Peel's infrastructure and highlights some of the organization's major improvement priorities.

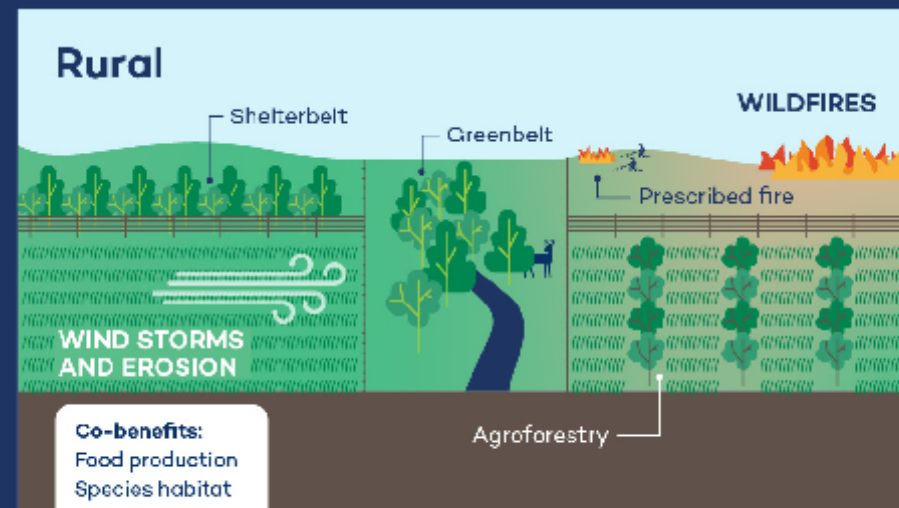
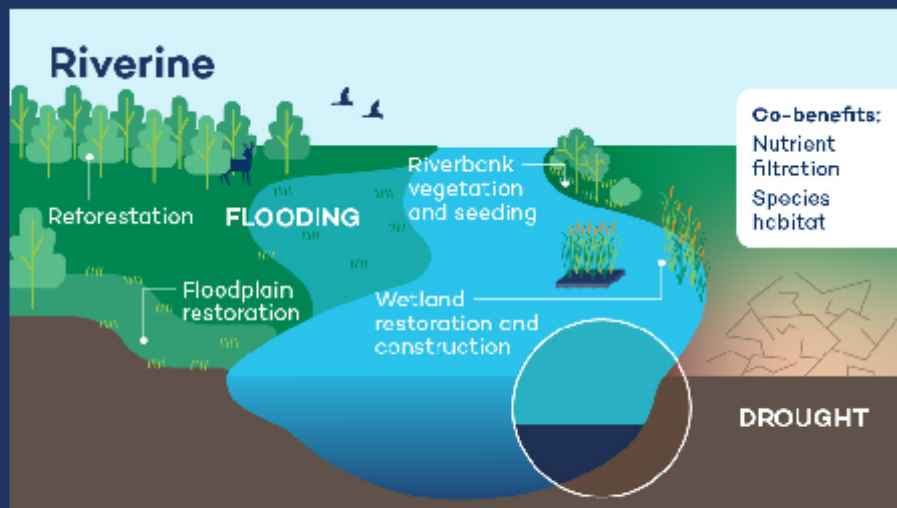
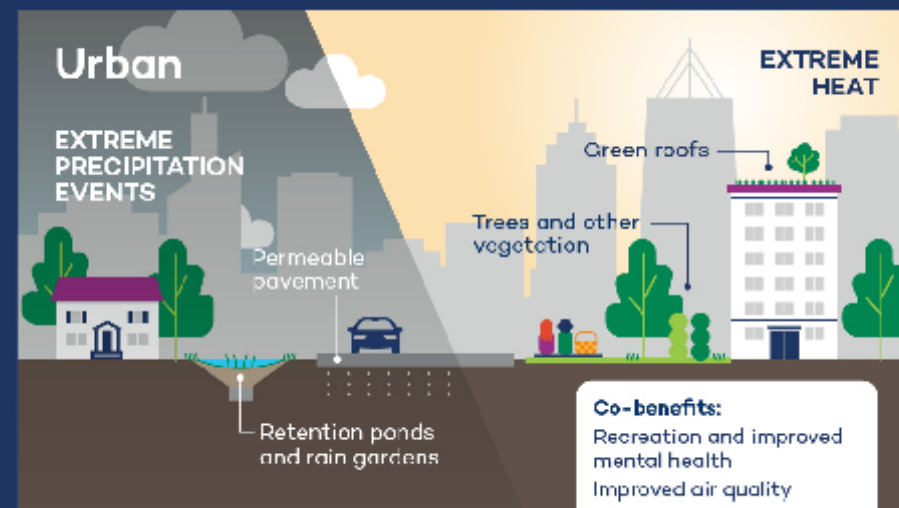
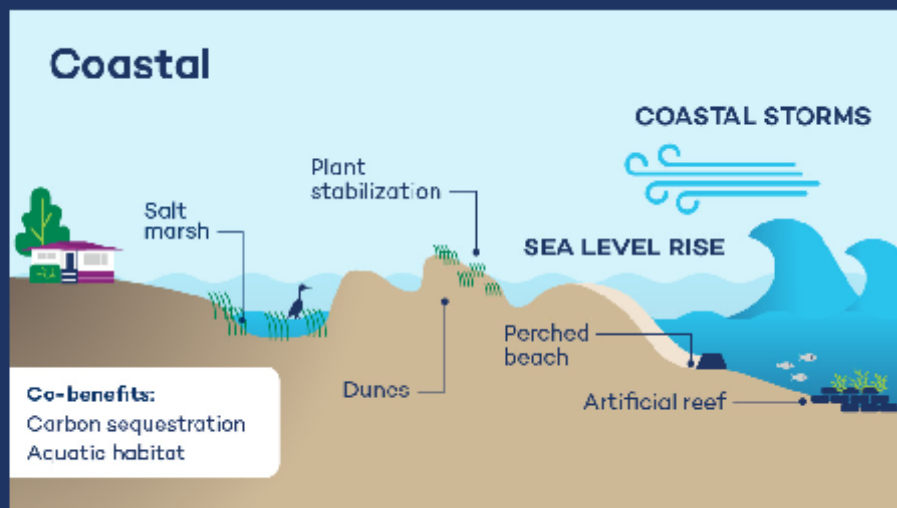


Natural Infrastructure Solutions for Climate Resilience

Natural infrastructure uses existing, restored, or enhanced ecosystems to generate infrastructure outcomes either on its own or in combination with built infrastructure.

It can provide protection against a range of climate change hazards, such as coastal flooding, riverine flooding, extreme heat in urban areas, and drought, as well as generate co-benefits such as species habitat and recreational opportunities.

Source: bit.ly/CadInfra






Kus Kus Sum - Unpave Paradise



Share

KUS-KUS-SUM

— UNPAV —  — RADISE —

Watch on  YouTube



6:13 2.4K views Apr. 17, 2018 YouTube Comox Valley Art Gallery



Questions

1. Visit: assetmanagementbc.ca

2. Sign up for our Newsletter: civicinfo.bc.ca

Click on "Email Newsletters" on the bottom right-hand side of the screen

3. Join the conversation on social media & follow our hashtag:



#OurAssetsMatter