



YOUR LOCAL ASSET MANAGEMENT COMMUNITY OF PRACTICE IN BC.

Enhancing BC communities through leadership in asset management.

TWENTY FIRST EDITION – SEPTEMBER 2017

Managing assets in the context of future climate uncertainty

By Dr. Guy Félio, P.Eng., FCSCE, IRP[Climate]¹



Recent violent weather events in Texas and Louisiana put in perspective the vulnerability of our public services and way of life when they happen. In Canada, wildfires keep raging in British Columbia, Windsor (ON) recently experienced flooding that affected close to 6,000 homes, and a quick search in the

news will reveal many more cases of weather related damage. The costs associated with these disasters continue to increase; the Insurance Bureau of Canada reported in January 2017

“From the wildfires that swept through Fort McMurray in May to the floods that devastated parts of Nova Scotia and Newfoundland over Thanksgiving weekend, severe weather had a huge impact on Canadians in 2016. According to Catastrophe Indices and Quantification (CatIQ), insured damage for 2016 topped \$4.9 billion – smashing the previous annual record of \$3.2 billion set in 2013.”

These 2016 events took place from coast to coast as shown in the list below (Source: Insurance Bureau of Canada).

- » March 23-26 Southern Ontario Ice Storm (Fergus, Orangeville, Barrie, Newmarket)
- » May 3-19 Fort McMurray Wildfire (Wood Buffalo, Fort McMurray)
- » June 24-25 Northern Ontario and Prairie Storms (Saskatoon, West Hawk Lake, Killarney, Thunder Bay)
- » June 28-30 Prairie Storms (Calgary, Edmonton, Okotoks, Southern Saskatchewan and Manitoba)
- » July 8 Southern Ontario Storms (Bradford, Markdale, London)
- » July 8-11 Western Canada Storms (Edmonton, Calgary, Estevan, Southwestern Manitoba)
- » July 15-16 Prairie Storms (Calgary, Swift Current)
- » July 18-20 Southern Prairie Storms (Medicine Hat, Outlook, Winnipeg)
- » July 22 Moose Jaw Hailstorm (Moose Jaw)
- » July 27 Ontario-Quebec Storms (Toronto, Saguenay)
- » July 30 – August 1 Prairie Storms (Calgary, Airdrie, Fort McMurray, Yorkton, Melville, Winnipeg)
- » September 28-30 Windsor Flooding (Windsor, LaSalle, Tecumseh)
- » October 9-11 Atlantic Flooding (Cape Breton Regional Municipality, the Connaigre Peninsula, the central region and south coast of the island portion of Newfoundland and Labrador)

¹ Dr. Felio is Keynote speaker for the Asset Management BC conference, November 9 and 10

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Weather cannot take the whole blame for these disasters. At the turn of the 20th Century, 37% of Canada’s population lived in cities – in 2011, data from Statistics Canada shows it is more than 80%. Historically, settlements were built along rivers or near surface bodies of water for trade, fishing or drinking – areas susceptible to precipitation, rapid snowmelt, etc. The use of the basement has changed: originally built as a cold storage space and later constructed so that foundation walls were below the frost line, it is often the centre of entertainment of the house with thousands of dollars worth of electronic equipment ... and one of the most vulnerable areas to flooding. Infrastructure may not have been maintained in a state of good repair. Adding to this has been the trend to create impervious surfaces such as roads and parking lots that funnel storm water in systems designed based on historical climate data.

Today, infrastructure practitioners across the country—urban planners, engineers, public finance officers and asset managers are planning, designing and constructing or retrofitting long-life assets that undoubtedly will experience changes in climate. This is the asset management space: plan, build operate and maintain over the asset’s life-cycle. Future climate uncertainty adds a new variable to the mix – one that cannot be dealt with using the traditional “factor of safety” approach since the unknown is too broad and the probability of changes materializing too uncertain.

Lack of data and certainty has not stopped municipalities from providing services, managing their assets, and making effective and efficient use of their scarce resources. Extreme weather and future climate uncertainty is another variable to consider; but where to start?

Consider the data collection and analysis already done through tangible capital assets reporting (PS 3150) and asset management; assessing climate risks uses the same base infrastructure data – augmented with weather information and future climate projections as illustrated in the following table.

TCA Reporting (PS 3150)	Asset Management	Risk Management
Inventory	Inventory	Inventory
Condition Assessment (Physical Condition)	Condition Assessment (Physical Condition, Capacity, Functionality)	Condition Assessment (Physical Condition, Capacity, Functionality)
Residual Life Prediction	Residual Life Prediction	Residual Life Prediction
Valuation (Historical)	Valuation (Replacement)	Valuation (Replacement)
	Analysis: Needs: Capacity, Physical Condition, O&M	Analysis: Threats Exposure Vulnerability
	Cost-Benefit ← Risks	
	Life-cycle Management Plans Additions and Upgrades Replacement and Refurbishment Operations and Maintenance Risk Management	
TCA Report	Investment Plan (Capital, O&M) ← Risk Management plan	
	Monitor, Report, Revise	Monitor, Report, Revise

The foundational asset information exists in the asset registers; for the climate risk analysis, the exposure, vulnerability and climate event threshold (above which the service will be disrupted or the infrastructure fail) will allow to create a risk profile of the assets, and establish the potential impacts on the service and the community.

In conclusion, climate risks are another layer of risk to consider in the management of assets. Although they present a greater future uncertainty than those asset managers may be currently accustomed, there are tools (for example, Engineers Canada’s PIEVC Protocol) that can

help “manage” this uncertainty. There are no reasons not to consider climate uncertainty in asset management.

Ultimately, the focus is on the service and the community, and ensuring critical assets maintain functionality during the extreme event, and recover quickly any functionality lost!

WORKSHOP ANNOUNCEMENT (Nov 28): Blue Ecology - for humans to adapt to a changing climate, a new culture of water is necessary!

*By Kim Stephens, M.Eng., P.Eng., Executive Director
Partnership for Water Sustainability in BC*

The warming of the planet’s atmosphere is causing water to move more quickly and disruptively through the global water cycle. Flood, drought, fire, wind and cold - extreme events are becoming the norm. Instabilities in the water cycle are increasingly apparent.

All one need do is reflect on what British Columbia has experienced in 2015, 2016 and 2017. Impacts are magnified by human interventions. We have arrived at a fork in the road.

On November 28th, in Richmond, the Partnership for Water Sustainability and Irrigation Industry Association are co-hosting the **Blue Ecology Workshop**. Attend and learn why the ‘Blue Ecology water cycle’ is a means to focus, with new watery eyes, because an attitude switch needs to be thrown on the current crisis of climate change.

TO LEARN MORE & REGISTER, visit
<https://www.civicinfo.bc.ca/event/2017/Blue-Ecology>

Blue Ecology: A Bridging Philosophy

Blue Ecology is an ecological philosophy developed by Michael Blackstock, professional forester and scholar. Blue Ecology looks at the water cycle differently to interweave First Nations and Western thought.

Michael Blackstock has a vision: British Columbia water managers would embrace the Blue Ecology water cycle; our communities would become more water-resilient; and we would successfully adapt to a changing climate. His innovative thinking is recognized by UNESCO and the

International Association of Hydrological Sciences. Global recognition speaks volumes regarding the credibility of Michael Blackstock and Blue Ecology.

The Blue Ecology Workshop will have a town-hall format. Michael will be joined by two ‘water champions’ who have achieved national prominence - the **CBC’s Bob McDonald**, host of Quirks & Quarks; and **Member of Parliament Fin Donnelly**, who has twice swum the length of the Fraser – along with a supporting cast from the Partnership for Water Sustainability.

“Hydrologists and water managers can help build a brighter future by rediscovering the meaning of water, and interweaving the predominant Western analytical models with the more intuitive indigenous models. Blue Ecology’s philosophy is meant to be the bridge between these two cultural ways of knowing,” explains Michael Blackstock.

Rethinking Our Relationship with Nature

“Climate change is real. We are now living the ‘New Normal’ in BC. We do not have the luxury of time.

It is a moment of truth,” emphasizes Michael Blackstock. He speaks from experience. He spent the summer of 2017 on secondment to Emergency Management BC in the Provincial Wildfire Coordination Centre in Kamloops. Michael was the Senior First Nations Liaison.

“It need not be doom and gloom. There is hope for future generations - if we take a **water-first approach** to setting priorities. This requires rethinking our relationship with nature. The journey to a water-resilient future starts with Western science acknowledging water for its central functional and spiritual roles in our world.”

The flood, drought and fire extremes of 2017 provide both the backdrop and a focus for the Blue Ecology Workshop. The process for adapting to a changing climate starts with an attitude change. Actually adapting, requires transformational changes in how we apply hydrologic



Michael Blackstock
“Blue Ecology – An Attitude Switch”



Bob McDonald
“Water from a Global Perspective & Beyond”



Fin Donnelly, MP
“Connect the Drops”



Ted van der Gulik
“The Fraser River, Agriculture & Food Security”

understanding, value nature, and service land - this is a unifying theme for the Blue Ecology Workshop.

Blue Ecology is aligned with the whole-system, water balance vision for restoring “**Sustainable Watershed Systems, through Asset Management**”

A Call to Action

“To make the right choices moving forward, decision-makers at all levels and scales must understand how and where the rhythms of water are changing,” states Michael Blackstock.

The gravity of the situation calls for application of Sustainable Service Delivery principles to watershed restoration in the built environment. Successful implementation depends on all the players – in particular politicians, planners, landowners, designers, implementers and asset managers - collectively choosing to embrace a ‘design with nature’ philosophical foundation.

We must collaborate to then adapt our land use, infrastructure servicing and asset management practices appropriately!

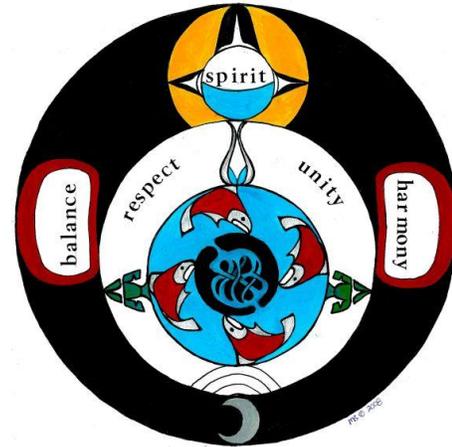
The Challenge: Opportunities for land use, infrastructure servicing and asset management practitioners to make a difference are at the time of (re)development. To those folks we say: share and learn from those who are leading change; design with nature; ‘get it right’ at the front-end of the project; build-in ‘water resilience’; create a lasting legacy.

Many land use, infrastructure servicing and asset management professionals in this province do know in principle what they ought to do. However, there is still a gap between UNDERSTANDING and IMPLEMENTATION. This results in a capacity-building challenge: *on the one hand, we can provide practitioners with water balance tools and resources; it is another matter for those folks to apply the tools and resources.*

Mission Possible: The Partnership spotlight is on how to ‘bridge the gap’ between talk and action. That is mission possible. And yes, British Columbia is progressing. Still, communities could do so much more if they would consistently capitalize on rather than miss opportunities.

Apply the tools. Do what is right. Learn from experience. Adapt. Pass the baton.

Join us in Richmond on November 28 for the Blue Ecology Workshop!



The Blue Ecology water cycle and principles, designed by Michael D. Blackstock

The five principles of Blue Ecology:

- **Spirit:** water is a living spirit.
- **Harmony:** harmonious sustainability in a functional rhythm engenders healthy bodies and ecosystems - “the traditional understanding of water is closely connected to peace, and the principle of harmony with humankind, the elements and nature”
- **Respect:** water through ceremony, education and giving back, else Earth Mother will retaliate by taking water away.
- **Unity:** water has the ability to connect and unify humans because of our common reliance on this basic unit of existence.
- **Balance:** restrained and measured water withdrawals in combination with and giving back (i.e. restoration, monitoring, or ceremony) to watersheds and water.

BRIDGING THE GAP

CNAM 2018 Conference

May 14-17 Windsor, Ontario

• Connecting to the Future of Asset Management •

CNAM Canadian Network
of Asset Managers

Communities of Practice hold National Workshop in Edmonton



Representatives from **Asset Management BC** are Wally Wells, Executive Director AM BC, (first row left), Glen Brown, General Manager, Victoria Operations UBCM, (second row right) and Brian Bedford, Director Infrastructure & Engineering Branch, BC Ministry of Municipal Affairs and Housing, (third from right, back row).

Asset Management BC is a 'Community of Practice', - a term currently adopted by similar organizations in each geographic region of Canada. These groups, formed over the past few years, are structured to meet regional/local needs by providing knowledge transfer and information sharing for their respective local governments and First Nations. The participants in Edmonton included: Atlantic Infrastructure Management, The Centre for Expertise and Research on Infrastructure in Urban Areas (Quebec), Asset Management Ontario and Ontario Coalition for Sustainable Infrastructure, Asset Management Saskatchewan, Infrastructure Asset Management Alberta, Asset Management BC, Yukon Asset Management, and the Canadian Network of Asset Managers. A representative from Manitoba also participated at the workshop, and both Manitoba and NWT are forming similar groups.

The in-person three-day workshop explored ways to collaborate and assist each other across Canada while delivering asset management services to our communities.

Having regionalized communities of practice recognizes differences in the size, physical location and nature, function, and legislative requirements of our communities

This initiative is offered through the Municipal Asset Management Program (MAMP), which is delivered by the Federation of Canadian Municipalities (FCM) and funded by the Government of Canada.

EN: fcm.ca/assetmanagementprogram

FR: fcm.ca/programmegestiondesactifs

Asset Management BC

Conference – 2017



November 9 & 10, 2017

Radisson Hotel Vancouver Airport

Keynote speaker: Dr. Guy Felio,
Asset Management and Climate Specialist

Registration open soon on CivicInfo BC
(www.civinfo.bc.ca)

Municipal Natural Assets Initiative (MNAI) continues to develop

By: Roy Brooke, Brooke and Associates

The **Municipal Natural Assets Initiative (MNAI)**, in collaboration with Asset Management BC and other partners, is helping to change the way municipalities deliver everyday services, increasing the quality and resilience of infrastructure at lower costs and reduced risk. MNAI does this by providing scientific, economic and municipal expertise to support and guide local governments in identifying, valuing and accounting for natural assets in their financial planning and asset management programs, and in developing strategies for resilient infrastructure.

To date, MNAI has worked with 5 communities – three in BC and two in Ontario. MNAI recently announced that, following a competitive process, four local governments have been identified as candidates for the next round of MNAI projects, subject to funding:

- City of Courtenay, B.C.
- City of Oshawa, ON
- Western Valley Regional Service Commission, N.B.
- District of Sparwood, B.C.

A fifth candidate is pending and will be announced shortly. The next step is securing funding. MNAI has applied for funding and expects to back by mid-to-late November.

This funding would allow for a January 2018 start date. This next phase would double the number of projects to 10 and expand MNAI to three provinces with both local and regional government participants. In September, MNAI project team members will speak about municipal natural asset management [the Liveable Cities Forum](#) in Victoria, where we will launch our latest research paper on *'Defining and Scoping Municipal Natural Assets'*.

MNAI is also helping to enable more municipal natural asset management. For example, MNAI and others sent a letter to all provinces regarding the Investing in Canada Plan *Integrated Bilateral Agreements*, which include a national \$9.2 billion Green Infrastructure Stream enabling the use of natural infrastructure such as natural shorelines and wetlands for adaptation, resilience and disaster mitigation. The letters recommend measures to realize the full, transformational potential of this program and can be downloaded at this link: <http://tinyurl.com/y7fb86o8>

For more information please contact info.mnai@gmail.com or visit <https://www.facebook.com/municipalnaturalassets/>

City of Rossland tackles Asset Management

By Bryan Teasdale CAO and Cory Sivell, Urban Systems

Background and Problem

It is the role of Local governments to make capital investment decisions on behalf of their residents. They work to balance the near term wants and needs of the community with long term sustainability. Although today's decisions are similar to those made in the past, we are living in a different time. We are finding that these decisions are becoming more complex, dynamic and require consideration of new philosophies like asset management and climate change. These changes, along with an increasing need for government transparency, are encouraging local governments to ensure that systems are in place to maintain accountability regarding the decisions that they make. With this in mind, the City of Rossland set out on a journey to develop a transparent and objective decision-making process that considers the near term as well as the long term.

Mayor of City of Rossland



Kathy Moore

The Solution

At the onset of the project, it was understood that involving all levels of staff including the CAO, CFO, Public Works and Council would be the key to a successful project (as with any asset management assignment). We knew that the key stakeholders must be involved in developing the solution in order to ensure that the end result effectively supports a diverse perspective.

The City of Rossland also wanted to continue to encourage a collaborative decision-making process and team-oriented approach. During the project, Urban Systems and the Rossland team worked collaboratively to identify challenges in the existing capital planning process and brainstormed ideas on how these challenges could be addressed.

In the end, two new documents were developed and can now be used to determine funding and prioritization of capital projects on an annual basis. The first relates to the creation of new policy around Asset Management Investment and considers resiliency, flexibility, fairness, value, prioritization, transparency and competitiveness principles. The second included the development of a simple and objective capital prioritization framework that allows all of identified projects to be scored and ranked from highest to lowest. Information from both documents will be used as an input to the budgeting/planning process to be discussed and vetted across all departments, ensuring that the most necessary projects for the community are selected. Overall, developing this framework achieved the following outcomes:

- Developed a clear and transparent framework for making decisions
- Integrated asset management and climate change considerations into budget decisions
- Created a team approach rather than a departmental approach to decision making

Asset Management BC conference

November 9 and 10, 2017 at the Radisson Hotel Vancouver Airport will feature **Mayor Kathy Moore** and **Chief Administrative Officer, Bryan Teasdale** describing how City Council and staff have engaged asset management as a priority initiative.

Be there for the opening presentation on Friday November 10 and get your questions answered from a very progressive municipality.

Over the next few years the City will work to integrate and ingrain this framework into the organization which will help us create a clear, consistent decision-making process that we can stand behind in the years to come.

Asset Management BC Conference Radisson Hotel Vancouver Airport November 9 & 10, 2017



After a very successful conference last year, you asked we do it again. Your wish is our command.

Mark November 9 and 10 at the Radisson Hotel Vancouver Airport on your calendar. The 1 ½ day conference will be packed with great information on integrated asset management and funding opportunities. Infrastructure Canada, Federation of Canadian Municipalities, UBCM and the Province have all indicated their intention to be there to tell you more about opportunities for you.

Dr. Guy Felio will open the conference as keynote speaker. Dr. Felio was the 'brainchild' behind InfraGuide, best management practices. His career has focused on asset management working in both the public and private sector including a term as a municipal councillor. Today, he is in demand throughout the world focusing on climate change impacts on our municipal infrastructure.

Our partner Associations will be participating in bringing you a diverse program for small and large communities, beginners and advanced communities on asset management including opportunities for interactive participation to get your questions answered and bring your knowledge and expertise to the table. There will be a networking reception where vendors will be able to demonstrate their products and systems for all to enjoy while networking.

Registration opened in July and can be found on [CivicInfo BC www.civicinfo.bc.ca](http://www.civicinfo.bc.ca), under events.

Registration is \$380 +GST.

A block of rooms is reserved at a special rate at the [Radisson Hotel Vancouver Airport](#), 8181 Cambie Street, Richmond BC (tel: 604-279-818). Ask for Asset Management conference.

We hope to see you there!

Conference Theme Asset Management: Scalable - Doable - Achievable

THURSDAY – Conference Opening Session

Dr. Felio is an infrastructure and climate change specialist, an engineer and ex Municipal Politician. He was project manager for InfraGuide, the Canadian Infrastructure Report card and provided significant input into the national asset management agenda including an employment stint with Infrastructure Canada. He has extensive world-wide experience with climate change related to asset management along with significant Canadian experience with asset management with both large and small communities and First Nations communities over the last 30+ years.



THURSDAY PROGRAM HIGHLIGHTS

- » State of Asset Management in BC – UBCM survey results
- » Overcoming challenges for communities, hear from the communities of Salmo and Revelstoke
- » Asset Management Planning – A Regional District approach from Cowichan Valley and Long Term Financial planning in the District of Central Saanich
- » Climate Change and Sustainability – approach taken by District of North Vancouver plus one other speaker
- » Level of Service - District of Northern Rockies, Coquitlam and one other presentation

FRIDAY PROGRAM HIGHLIGHTS

- » Key note address from Mayor Kathy Moore, City of Rossland on Council and staff engagement in Asset Management
- » Program and funding panel with Infrastructure Canada, UBCM, FCM and the Province of BC



Infrastructure Asset Management Alberta Hosting Workshop

Mark Wednesday October 11 on your calendar 8:45 to 3:00 and attend the IAMA workshop in Red Deer sponsored by *Alberta Municipal Affairs and the City of Airdrie*.

Benefit from key presentations 'Advancing Your Asset Management Programs' at the Town of Devon and the Town of Edson to be presented by Matthew Van Dommelen of Public Sector Digest (PSD), an update of activities of IAMA from Russell Crooks, latest AM news corner from Elena Loukin and 'TCA Reporting Policy Update' from Bret Dykstra of the City of Calgary.

Please register at www.assetmanagementbc.ca with a \$30 fee +GST payable upon registration.

Reflections of Intergenerational Learning, or Not?

By "old guys" Kim Stephen, Partnership for Water Sustainability and Wally Wells, Asset Management BC and the 'young guy, Cory Sivell, Urban Systems.

Context

This article elaborates on challenges that the co-authors identified in their previous Op-Ed, published in the June 2016 Newsletter. Asset management and water sustainability, they wrote, are both top priorities for local governments. But the primary challenge is 'integration' and getting every discipline or department within an organization to recognize the contributions of the others plus get the organization working together on a common path. Another major challenge is communicating and understanding the message. The work environment is changing with time as are the methods of communicating and the form of the messages.

BC is progressing. Yet, persistent challenges for practitioners to adopt, change or evolve standards of practice means there is still a substantive disconnect between **UNDERSTANDING** (i.e. knowing what to do) and **IMPLEMENTATION** (i.e. doing it). This disconnect provides the backdrop for this article.

The Discussion

So, if asset management is so simple and logical, why are we not getting it? Words like 'collaboration' and 'integration' are being tossed around loosely and we all buy into them...or do we?

Two very mature guys (meaning 'old guys'), got discussing this at length. We were fortunate to have a young guy join the conversation with a whole bunch of fresh new ideas and thoughts. Yes, all three of us are engineers but we come from quite different generations. We quickly realized that, while we needed to understand the same things, the way we traditionally communicate is quite different. Therefore, the interpretation or understanding of the result can be quite different without really even realizing it.

See us old guys looked for a career, not a job. We tended to stay with the same employer, not move around five or six times during our career. We, us old guys, were not raised with social media and instant communications like 'tweets'. But our young guy grew up with social media, cell phones, e-mail, instant communications, mobility and a different understanding of both the content and the form of the message, not to say anything of the instantaneous potential for the timing of the message.

Recently there was a news item about bad science and what should we really believe. Testing of older, accepted but poorly researched theories has challenged the validity of the science behind theories which are supposed to be absolute. Yet today, we can 'tweet' a message in an instant and we are all supposed to believe every word. How can we balance instant information with information accuracy, especially if it is action-oriented?

This led us into musing about what it means to be a professional engineer. Historically we have been trained to be applied scientists. This meant that the essence of being a good engineer is whether we have the ability to observe and deduce, and can then apply what we have deduced. This is the foundation for creative thinking and informed problem-solving. This requires that we ask the 'right questions' and we solve the 'right problems'.

But these are acquired skills. Today, how does any young professional truly learn his or her trade when so much of daily life revolves around the use of 'apps' for instant answers or solutions? And how does he or she know if they have solved the wrong problem or arrived at a wrong answer? We, the old guys, remember the dawn of the computer age. We quickly learned the meaning of GIGO –

‘garbage in, garbage out’ and a ‘mouse’ does not necessarily have four legs and a tail!

The conversation with the young guy took an interesting twist when we old guys recounted what the world was like at the beginning of our careers. We were called junior engineers and we were mentored by senior engineers. In that era, we explained, the accepted wisdom was that it took 5 to 10 years on-the-ground experience to develop professional judgment and mature into a fully rounded ‘project engineer’. As the young guys, we were the sidekicks. This supporting role gave us ample and varied exposure to real-life situations that allowed us to observe and learn on the job, take on increasing responsibility, and bring forward new ideas. And we had confidence that our mentors would be there to back us up or bail us out, as needed. Organizations invested time and effort in us, the young guys, because we were there for the long-term. The outcome of the process was that we grew as professionals.

After we old guys painted this picture, which is centred on the notion of ‘serving your time’, the reaction of the young guy was immediate. “That is not appealing, it is not exciting,” he stated. Is the nature of your response a reflection of the *instant gratification* ethic that characterizes society today, we queried? Yes, he acknowledges, partly, but also being listened to and appreciated. New ideas and changing times need to be reflected. After all, us ‘old guys’ were not raised with cell phones, instant messaging and ‘fake’ news. All good points!

The conversation continued. The young guy told us that his peer group changes jobs frequently because, he explained, old men are running organizations and their prevailing mentality is old school. Yet, he emphasized, his generation does aspire to a work environment that inspires, enables and stimulates.

What insights does this anecdote provide? What questions does it raise?

- What caused the apparent change in focus from career to job? Have employees responded to a change in attitude on the part of employers, or was it vice versa?
- If a priority for young professionals is recognition and inclusion, does this indicate either an impatience vis-à-vis long-term and intergenerational learning (mentoring) in the work environment?

- If a prevailing view of the world is based on short-term thinking and a need for instant gratification, then how would it be possible to build long-term trust that is at the heart of true collaboration?
- And in the different view of a long-term commitment to a shared vision, how do we create a work environment that inspires, enables, stimulates and is inclusive?

To provide a starting point for addressing these and other related questions, we can look to and learn from our ancestors. It is all about perspective and time. The grand creations of antiquity were not designed and built with instant gratification, a quarterly report, or a 4-year election term in mind. The builders of great cathedrals in medieval times thought in terms of multiple generations carrying out their work, to complete a dream that would not be realised until long after the originator’s death. This is known as ‘cathedral thinking’.

In a recent Op-Ed published by the Manchester Guardian newspaper, Stephen Hawking observed that

“a shift in behaviour inspires some ground-breaking new ideas. Termed ‘cathedral ideas’, these are the modern equivalent of the grand church buildings. These ideas are started by one generation with the hope a future generation will take up these challenges. Cathedral thinking means collaborate, with a shared vision and cooperative endeavour.”

The foundation for cathedral thinking is a far-reaching vision, a well-thought out blueprint, and a shared commitment to long-term implementation.

The reality today is a very different work environment than what we ‘old guys’ grew up in. That leads to a required dialogue of what communicating really means and how the message is received and interpreted by different generations. Maybe, just maybe, we take too much for granted based on what we individually know in trying to communicate asset management.

So, if asset management is so simple, why are people not getting it?

We need to think very hard about the way we carry the message - with, I would suggest, more thought to the perception of the listener.

Register for NAMS Training Program for Asset Management – 2017

Asset Management BC will again organize NAMS training sessions for municipal staff for asset management. The three-day course has been offered for the past few years throughout BC with great success.

The cost for registration is \$1650 per person. Subsidy is available from UBCM of 50% for up to three registrants. See UBCM website for details.

- **Southeast BC (Cranbrook):** October 18 – 20
- **Vancouver Island (Parksville):** November 1 - 3
- **Lower Mainland (Richmond):** November 6 - 8
- **Okanagan (Kelowna):** November 22- 24

For more detailed information on course content and preparation contact: Wally Wells, Executive Director, **Asset Management BC** (wwells@live.ca).

Registration will be available for each workshop in July through CivicInfo BC (www.civicinfo.bc.ca). Go to events and scroll to the correct dates.

We must achieve 20 registrants per workshop or it will be cancelled.

Upcoming Events

Public Works Association of BC

September 17 – 20, 2017
Annual Conference and Trade Show
Penticton Trade & Conference Centre
Penticton, BC
www.pwabc.ca



Centre for Advancement of Trenchless Technology

September 25 – 27, 2017
Trenchless Technology Road Show
Sheraton Vancouver Airport Hotel
Richmond, BC
www.cattevents.ca

Union of British Columbia Municipalities (UBCM)

September 27 - 29, 2017
Annual Conference and Trade Show
Vancouver Conference Centre
Vancouver, BC
www.ubcm.ca

Asset Management BC

November 9 - 10, 2017
2nd Annual Asset Management Conference
Radisson Hotel Vancouver Airport
Vancouver (Richmond) BC
www.assetmanagementbc.ca

Canadian Brownfields Network

November 22, 2017
CBN Brownie Awards
Delta Toronto Hotel
Toronto, ON
www.brownieawards.ca

CERIU - Centre D'expertise et de Recherche en Infrastructures Urbaines

December 4 - 6, 2017
INFRA Congress – 2017
Palais du Congrès de Montréal
Montreal, QC
www.ceriu.qc.ca

Federation of Canadian Municipalities

February 6 – 8, 2018
Sustainable Communities Conference
Ottawa Convention Centre
Ottawa, ON
www.fcm.ca

Top 100 Infrastructure Projects

February 20, 2018
Top100 Projects Key Players & Owners Dinner
The Carlu, Toronto, ON
www.top100projects.ca/celebrate/

Canadian Network of Asset Managers

May 14 – 17, 2018
12th Annual Networking Conference and Workshops
Windsor, ON
www.cnam.ca

BC Water and Waste Association

May 13 – 15, 2018
46th Annual Conference and Trade Show
Conference Centre
Penticton, BC
www.bcwwa.org

Local Government Management Association

May 15 - 18, 2018
Conference & Annual General Meeting
Victoria Convention Centre
Victoria, BC
www.lgma.ca

Government Financial Officers Association of BC

May 30 – June 1, 2018
Annual Conference
Delta Okanagan Grand
Kelowna, BC
www.gfoabc.ca

Federation of Canadian Municipalities

May 31 – June 3, 2018
Annual Conference and Trade show
Halifax Convention Centre
Halifax, NS
www.fcm.ca

Canadian Water Summit

June 20 - 22, 2018
9th Annual Summit
Vancouver, BC
www.watersummit.ca

Questions & Answers

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