



FEDERATION  
OF CANADIAN  
MUNICIPALITIES

FÉDÉRATION  
CANADIENNE DES  
MUNICIPALITÉS

Canada



***Advancing Asset  
Management Program***

# LEVELS OF SERVICE

**MODULE 1 – INTRODUCTION**

Please take this time to change your name in the participants list to include your full name and organization



## Before we go further...

- Are you okay with us recording this session for our cohort's own use? If someone misses a session they could watch the recorded session to catch up.
- It's important that everyone feels able to contribute freely, so if we're not all comfortable with recording we won't do it.
- If you're **not ok** with recording, please speak up now, or use the chat function or email [dlewis@kwl.ca](mailto:dlewis@kwl.ca).



# Acknowledgements

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



## Collaborators and Influencers



1. Workshop Overview and Requirements
2. Introductions
3. What are Levels of Service?
4. Corporate Context – Sustainable Service Delivery
5. Why are Levels of Service Important?
6. Levels of Service Template and Workshops
7. Next Steps

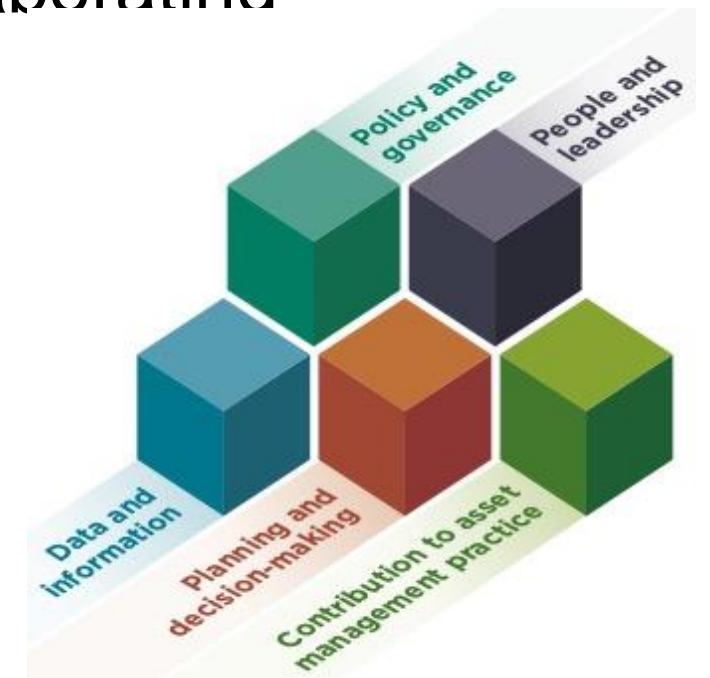




# Workshop Overview and Requirements

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- Workshop Structure
- Group Etiquette
- Core Participants and Observers
- Schedule, Attendance and Catching Up
- Assigned Work, Sharing Documents and Collaborating
- Commitment Letter
- FCM Asset Management Readiness
- Course Evaluations



1. **Time** – We will start and end on time
2. **Decision Making** – We will reach decisions by consensus
3. **Listening** – Avoid interrupting, equitable air-time
4. **Participation** – Conduct other business outside of workshop, actively participate, rotate group leaders
5. **Confidentiality** – Issues discussed here don't get repeated outside this group without written consent
6. **Expectations** – Respectful dialogue; disagree with ideas, not people

...Anything else?



# Activity: Introductions



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## Tell us in 2 minutes per organization..

- Who are you?
- What is your organization and your role there?
- In one word – how do you feel about Level of Service?



# What are Levels of Service?

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***Specific parameters*** that describe the ***extent and quality of services*** provided to users.



What if we only focus on what it costs next year?





# What are Levels of Service?

## 2 PERSPECTIVES

### ***Community*** (customer) LOS

The levels at which the customer is receiving service, from an experiential perspective.

### ***Technical*** (operational/asset) LOS

Specific, measurable parameters used to assess the adequacy of assets to provide community LOS.



A person in a white shirt and dark pants stands at the entrance of a vast, intricate maze constructed from tall, grey concrete walls. The maze features a complex pattern of curved and straight paths, creating a sense of depth and complexity. A bright light source from above casts a sharp, elongated shadow of the person onto the ground in front of them, highlighting their position at the start of the maze. The overall atmosphere is one of challenge and the overwhelming nature of navigating through multiple levels of service.

Levels of Service  
can be daunting...

## LEVELS OF SERVICE SUPPORT STRATEGIC GOALS

- Comply with legal requirements
- Protect public safety and the environment
- Achieve strategic plan objectives
- Align with community plans, growth strategies or sustainability strategies, infrastructure master plans

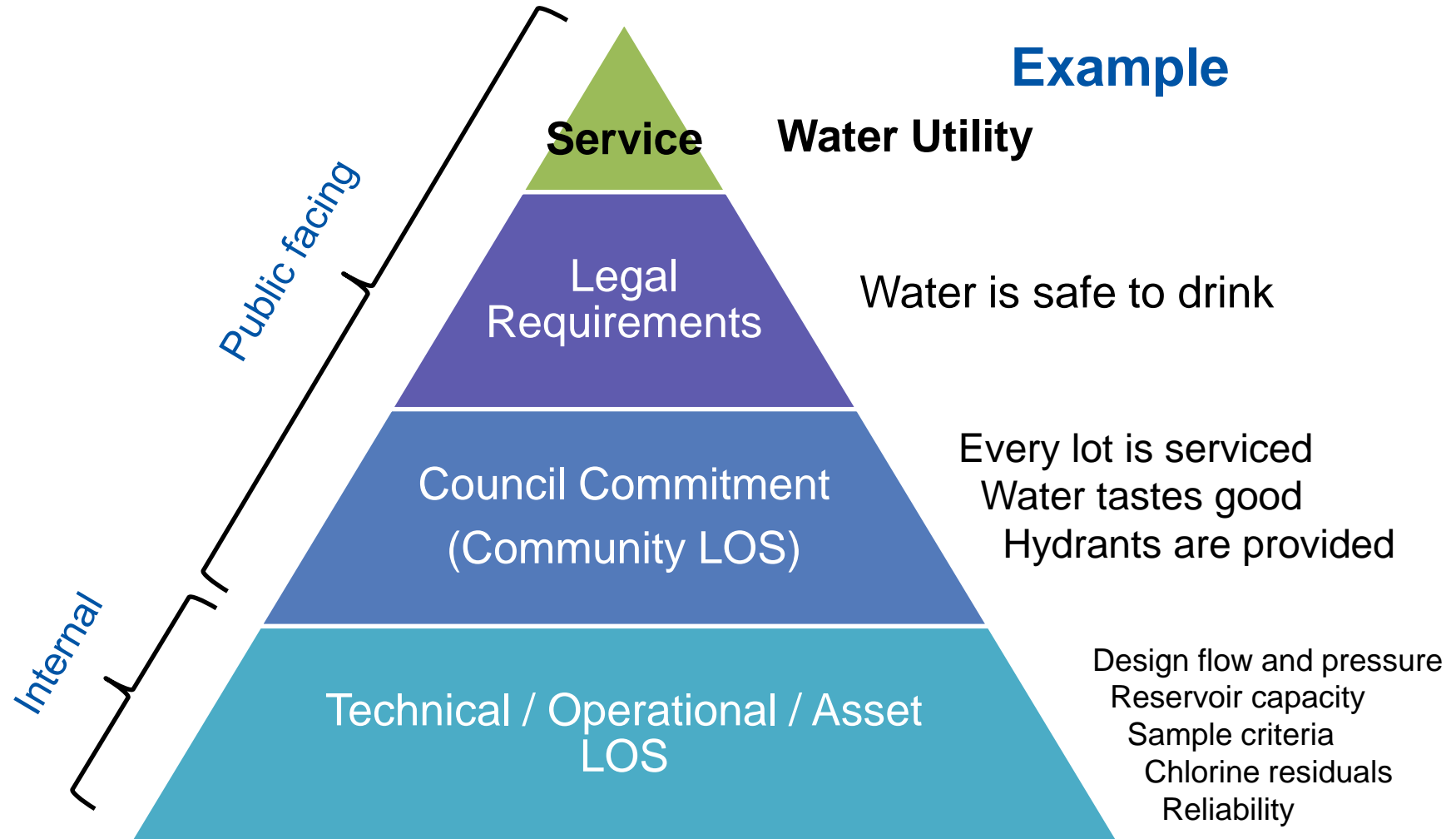
## CONSIDER RECENT PLANNING PROCESSES THAT INVOLVED THE PUBLIC

- Was the public adequately informed?
- What did the public expect?
- What commitments were made?



# Levels of Service Hierarchy

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Levels of Service are part of the **Plan** phase in the process, and most directly the Asset Management Planning step. Levels of service are also informed by the Asset Management Policy and Strategy step.



# Why Define Levels of Service?

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To facilitate communication with Council, stakeholders and the public on:

- Services and LOS the municipality provides
- Gaps between current and expected LOS
- Actions and estimated resource needs to address gaps



## A BALANCING ACT

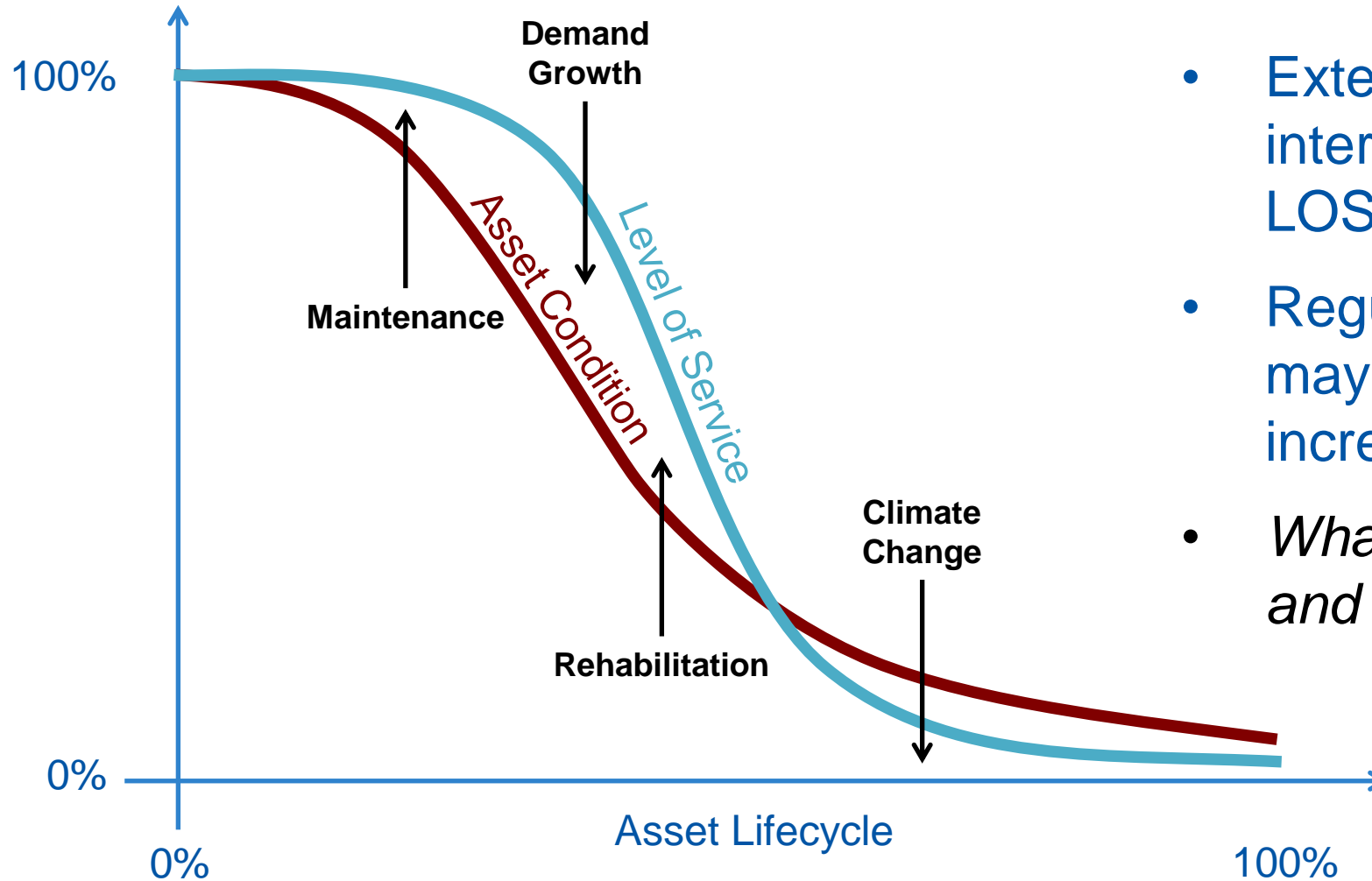
Service  
levels



Risks  
Costs  
Time

# Context: LOS and the Asset Lifecycle

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- External factors and interventions influence LOS
- Regulatory changes may necessitate an increase in LOS
- *What can we predict and influence?*



# Activity: Aligning Assets to Services



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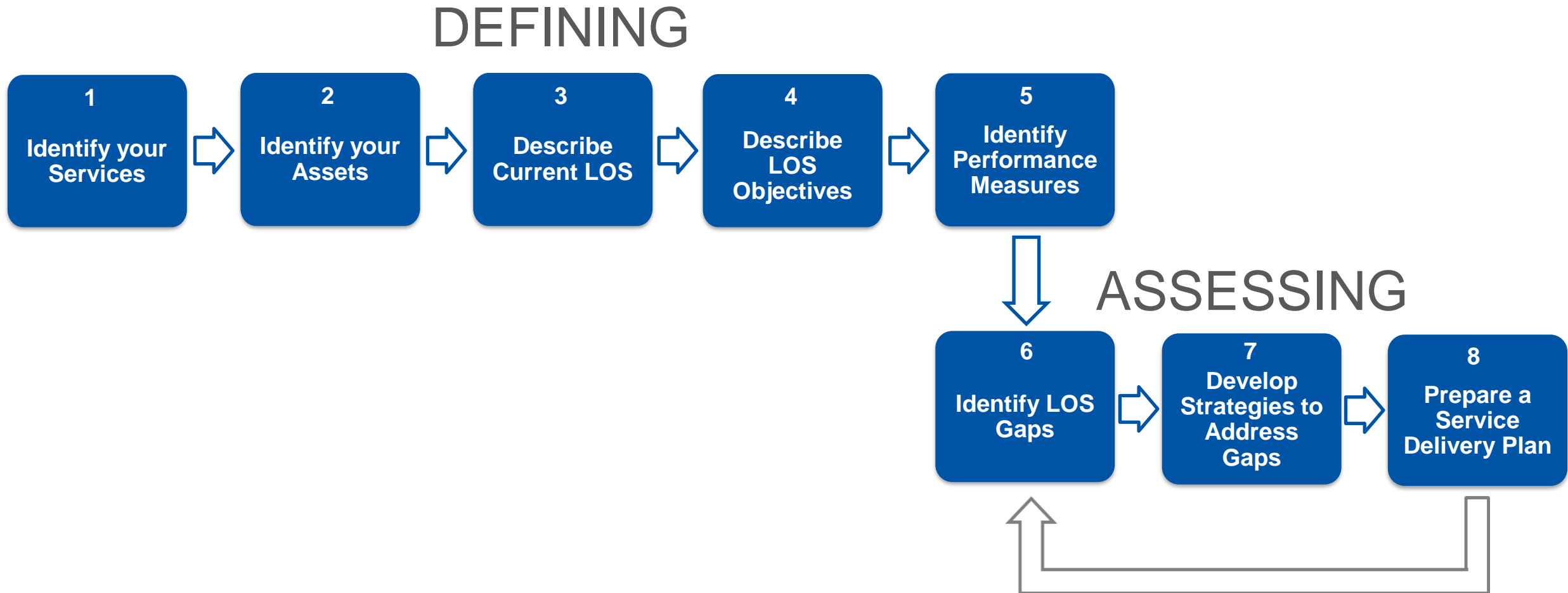
## WHAT DO MUNICIPALITIES DO?

- **Utilities:** Water, sewer, drainage, solid waste
- **Transportation:** Roads, trails, public transit, airports
- **Recreation** and Cultural Services
- Protective Services
- Governance and Administration

## WHAT ASSETS ARE NEEDED?

- Underground pipes
- Treatment facilities
- Storage facilities
- Vehicles and equipment
- Pavement systems
- Parks
- **Facilities**
- **Information systems**







## Before next Thursday (Session 2)...

- FCM Readiness Assessment
- Commitment Letter
- Explore the template!

**Colwyn Sunderland, AScT, Eng.L.**

Kerr Wood Leidal Associates Ltd.

[csunderland@kwl.ca](mailto:csunderland@kwl.ca)

250.294.8029



# Terminology – Helps keep us aligned

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<b>Community Level of Service</b>	The level at which the customer is receiving service, from an experiential perspective.
<b>Indicator</b>	A specific property of service that can be objectively evaluated.
<b>Levels of Service</b>	Specific parameters that describe the extent and quality of services that the municipality provides to users.
<b>Level of Service Commitment</b>	The level at which the municipality has formally agreed to deliver a service. This could be through a contract, legislation, or other written agreement.
<b>Level of Service Objective</b>	The level at which the municipality aims to deliver service to its customers. This is usually subjective or descriptive for community levels of service, and may be quantitative for technical levels of service.
<b>Performance Measure</b>	The means used by the municipality to assess a level of service. Example measures include:



- O&M data
- Complaints
- Expert assessment
- Service contract
- OH&S records
- Program data



# Terminology – Helps keep us aligned

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## **Performance Gap**

The current gap, or difference, between the level of service being delivered (the current level of service) and the expected/intended level of service (the level of service objective).

## **Sustainability Gap**

The anticipated future gap between current level of service and the level of service objective. For example, there may not be a current capacity gap in a sewer service, however, based on growth projections and the ability of current infrastructure to delivery the service, a future gap is anticipated once a certain demand or growth rate has been achieved.

## **Service Characteristic**

General property, or characteristic, of service delivered by an asset or group of assets (e.g. regulatory, capacity, safety, reliability, quality, and environmental).

## **Technical Levels of Service**

The adequacy of assets to provide customer services, from a physical characteristics perspective. This is also known as an operational/asset level of service.

