



FEDERATION
OF CANADIAN
MUNICIPALITIES

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Canada 



Advancing Asset Management Program

LEVELS OF SERVICE

MODULE 4

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



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. Recap last week and assignment (Describing LOS)
2. LOS Template Tab 3 – Performance Measures
3. *Activity: Performance Measures*
4. Service Delivery Gaps
5. *Activity: Identify Gaps*



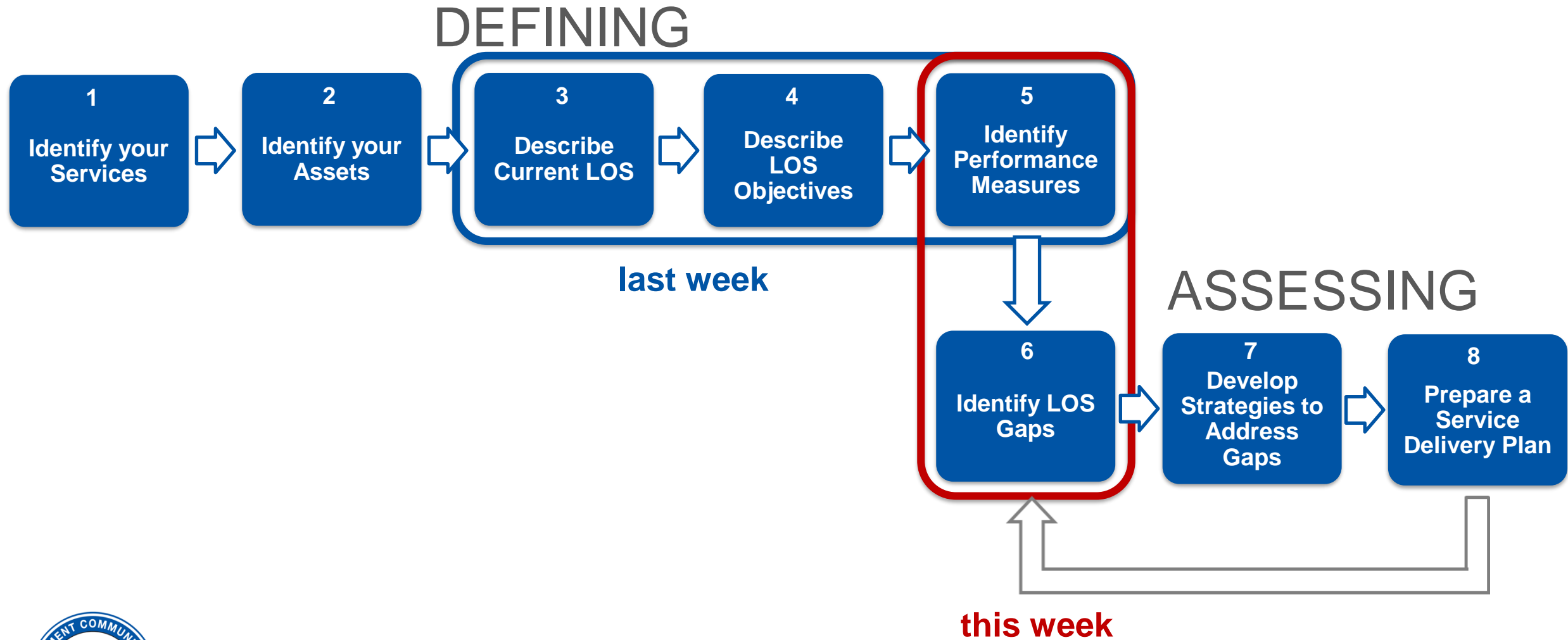
3. Describing and Assessing LOS

- Current Performance
- LOS Commitments
- Offline work – How did it go?



Levels of Service Process

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3. Describing and Assessing LOS

- How will you determine if a LoS is being achieved?
- Is the information already available? Is it affordable to obtain it?

Performance Measure = the means used by the municipality to assess a level of service (e.g. direct measurement, customer survey, complaint, internal review)

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Describe
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3. Describing and Assessing LOS

O&M Data	Operating logbooks, sample test results, SCADA data, work order or CMMS data.
Complaints	Records of numbers and types of comments received from users by telephone, mail, front counter, website, email or social media.
Expert Assessment	Evaluation based on analysis by a competent staff member or consultant, using specific and repeatable criteria and methodology.
Service Contract	Enforceable terms of a contract with a third party that provides a service on behalf of the municipality (e.g. biweekly residential waste collection).
OH&S Records	Workplace inspection, accident, lost time and near miss records.
Program Data	Utilization rates of facilities or equipment, spare capacity, range of services supported by the assets.

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3. Describing and Assessing LOS

https://amontario.ca/Files/PDF/20181119_MunicipalMetricsCatalogueV1.pdf

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Municipal Metrics Catalogue

Version 1.0
November 2018

AMONTario
ASSET MANAGEMENT ONTARIO
Level of Service (LOS) Working Group



Municipal Metric Catalogue

Service Area: **Roads**

Asset: **Pavement**
% of roads cleared within minimum maintenance regulation response requirements.

Description: A measure of the length of road that has been maintained within the prescribed time frame to respond to winter weather conditions defined within the regulation.

Category: Technical

Inputs to Metric: length of road covered within each plow route within the prescribed response time.

Type of Metric: Lagging
Suitability as a LOS Metric: Medium

Interpretation of Metric Values: A value less than 100% is a liability for the municipality and the underlying cause needs to be determined and actionable items be identified to address the shortfall. If the value is regularly below 100%, this may have a larger social/economic impact beyond the risk of reduced ability to defend a claim.

Recommended Uses: Ongoing monitoring of compliance with minimum maintenance regulation. Routine audits of logs is recommended to validate this metric.

Impact on Customer Values:

- ☒ Public Safety
- ☐ Quality of Service
- ☐ Availability of Service
- ☐ Capacity to meet Demand
- ☐ Reliability of Service Delivery
- ☐ Sustainability of Service Delivery
- ☐ Impact on Environment
- ☐ Impact on Climate Change
- ☐ Impact on Social Well Being

PROS

Easily obtained if maintenance management systems and/or AVL systems have been configured to track and monitor this.

CONS

It is difficult to configure systems to produce this information. More commonly, this metric is reported subjectively and proven through logs when needed to defend a claim.

References:



3. Describing and Assessing LOS

1. Use the provided examples as a basis to identify your own performance measures

- Adjust to suit your own community
- Start with information already available
- Consider the cost and level of effort to collect new information

2. Document source information

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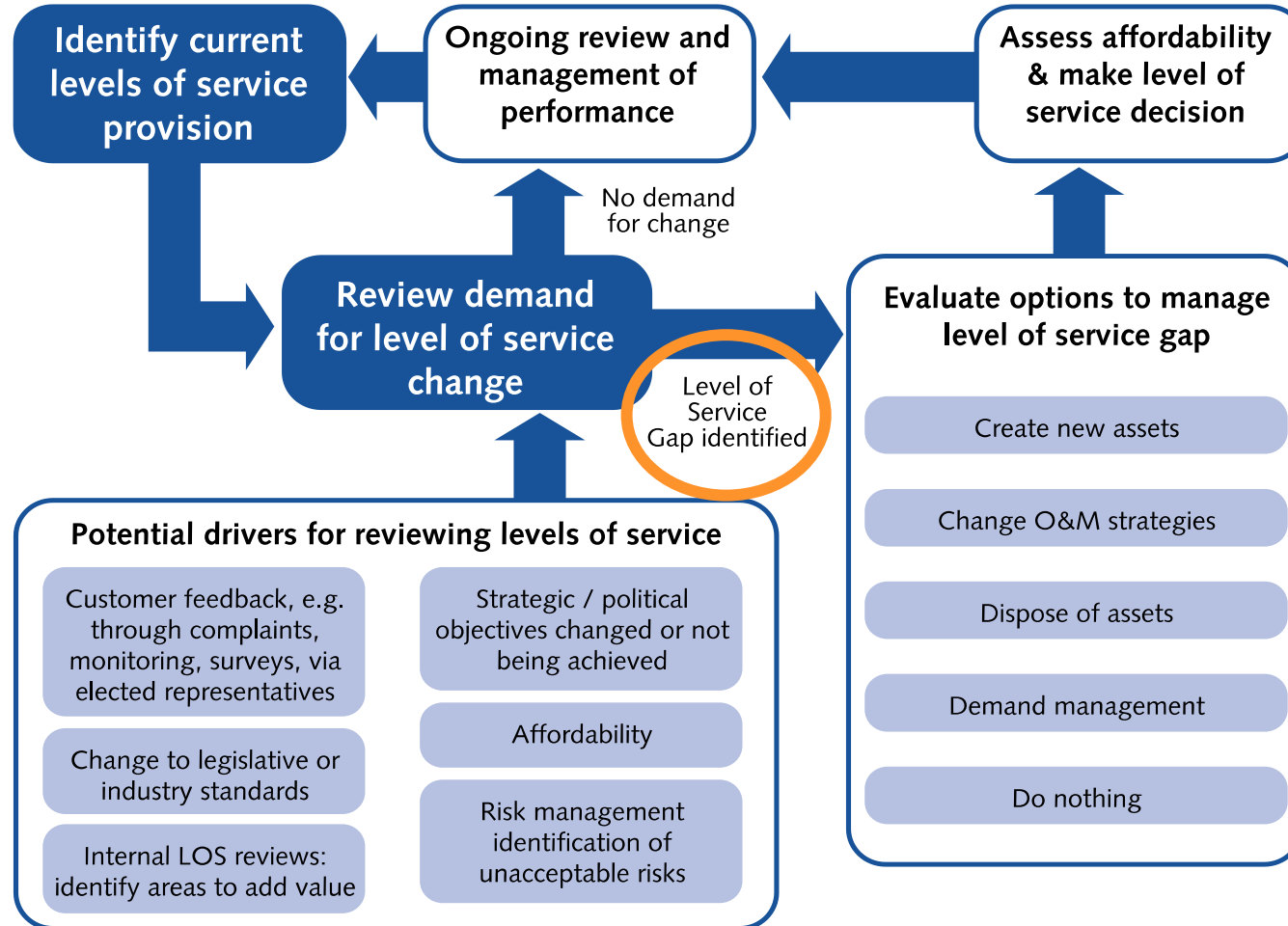
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Identifying Service Delivery Gaps

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3. Describing and **Assessing** LOS



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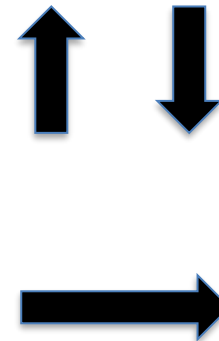
Source: Developing Levels of Service and Performance Measures, NAMS New Zealand, 2007

3. Describing and **Assessing** LOS

Performance Gap = the difference between the current level of service and the level of service objective

Sustainability Gap = the anticipated future gap between the current level of service and the level of service objective

- Is current performance more or less than the level of service objective?
- Can current performance be sustained over time?



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3. Describing and **Assessing** LOS

SUSTAINABILITY GAPS

- Are there foreseeable future gaps between current performance and LOS commitments?
- Consider:
 - Changing climate: drought, flood, wildfire, sea level rise, extreme storms
 - Community growth and demographic change
 - Asset deterioration and unfunded renewal needs
- What are the best solutions?

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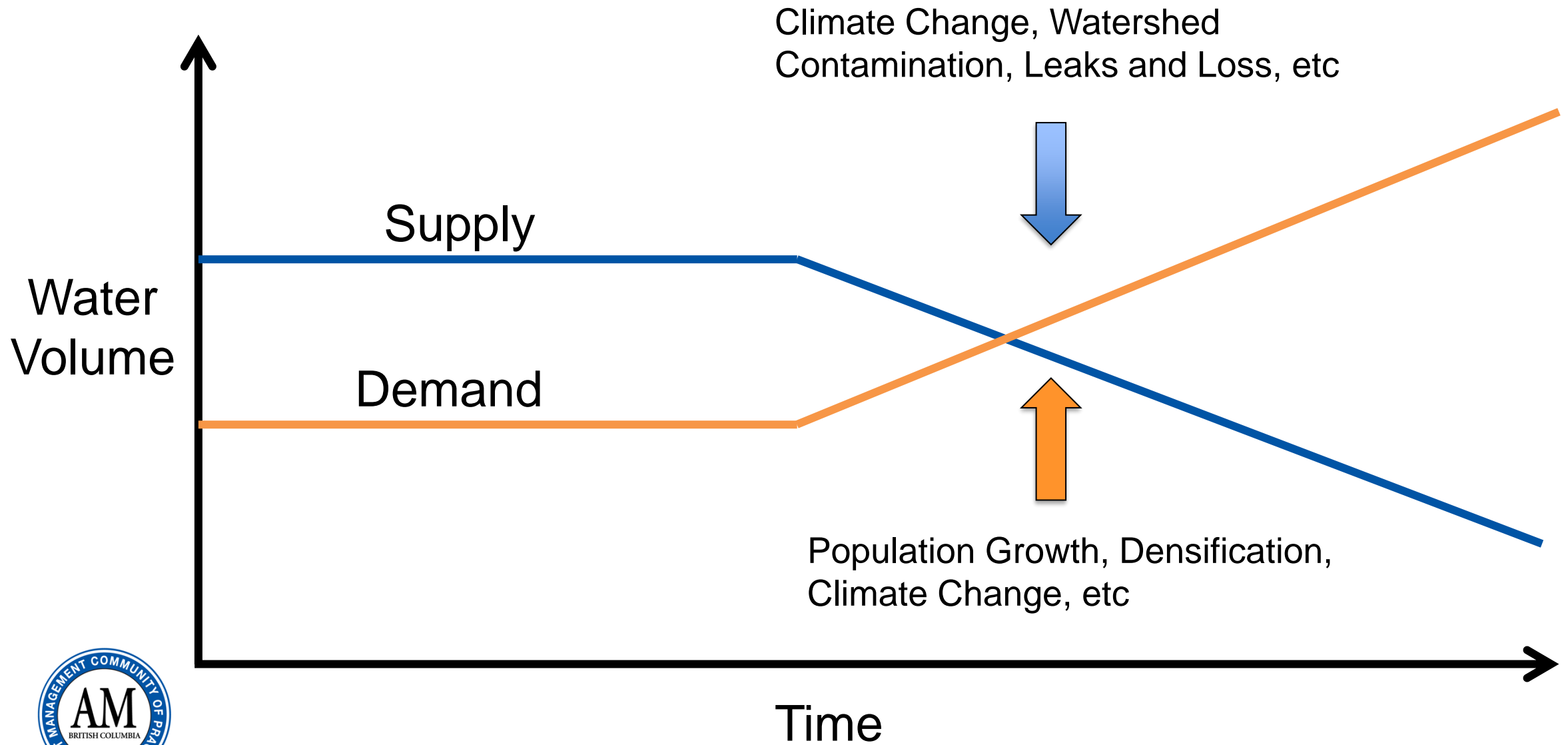
Identify LOS
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Sustainability Gap Example

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3. Describing and **Assessing** LOS

1. Identify any performance gap, noting if the current level of service is above or below the level of service objective
2. Describe the performance gap to be addressed
3. Identify any sustainability gap
4. Describe the sustainability gap to be addressed

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3. Describing and **Assessing** LOS

- For the service delivery plan, it's the service levels that have a gap we are concerned about
- Identify the options to address gaps, considering:
 - Is doing nothing acceptable?
 - Can the level of service be reduced?
 - Should an asset be acquired or improved?
 - Master Plans: have new or modified assets previously been identified and costed?
 - Should an asset be disposed of?
 - Are there ways to meet the community's need without new infrastructure (e.g. O&M strategies, demand management)?
 - What level of public or stakeholder communication is needed?

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3. Describing and **Assessing** LOS

- Which option is best? Consider:
 - Feasibility, including staff resources
 - Level of effort required
 - Affordability
 - Lifecycle cost
 - Implications for risk over the asset life cycle
 - Timeline
 - User needs
 - Probable future scenarios (e.g. climate change implications)
- Note any net increases to annual costs as a result of addressing gaps
- *Consult Council and the public*

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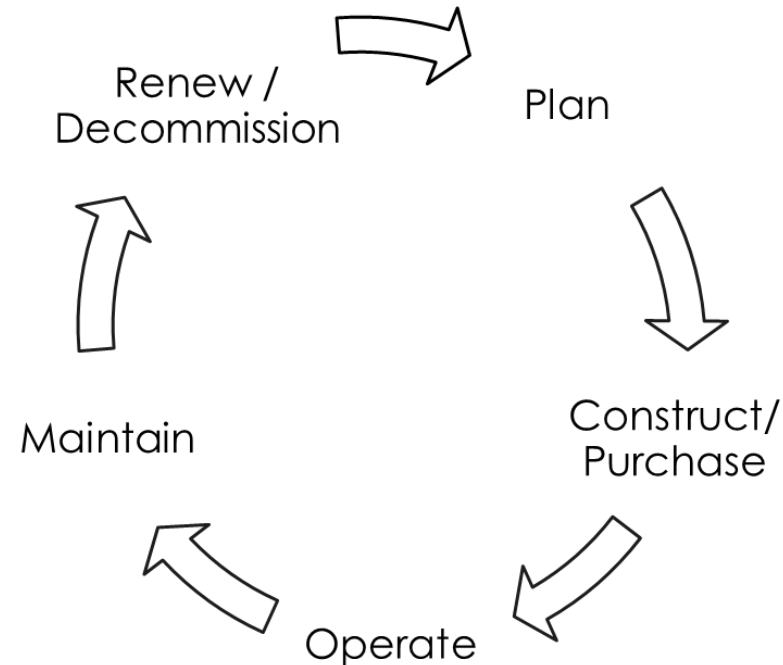
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3. Describing and **Assessing** LOS

LIFECYCLE COSTING

- The true costs involved in delivering a service
- Owning and utilizing a community asset over its whole useful life
- Enables fact-based decisions regarding a best value approach for providing services
- Helps understand and compare projects, even when they may have markedly different initial capital costs



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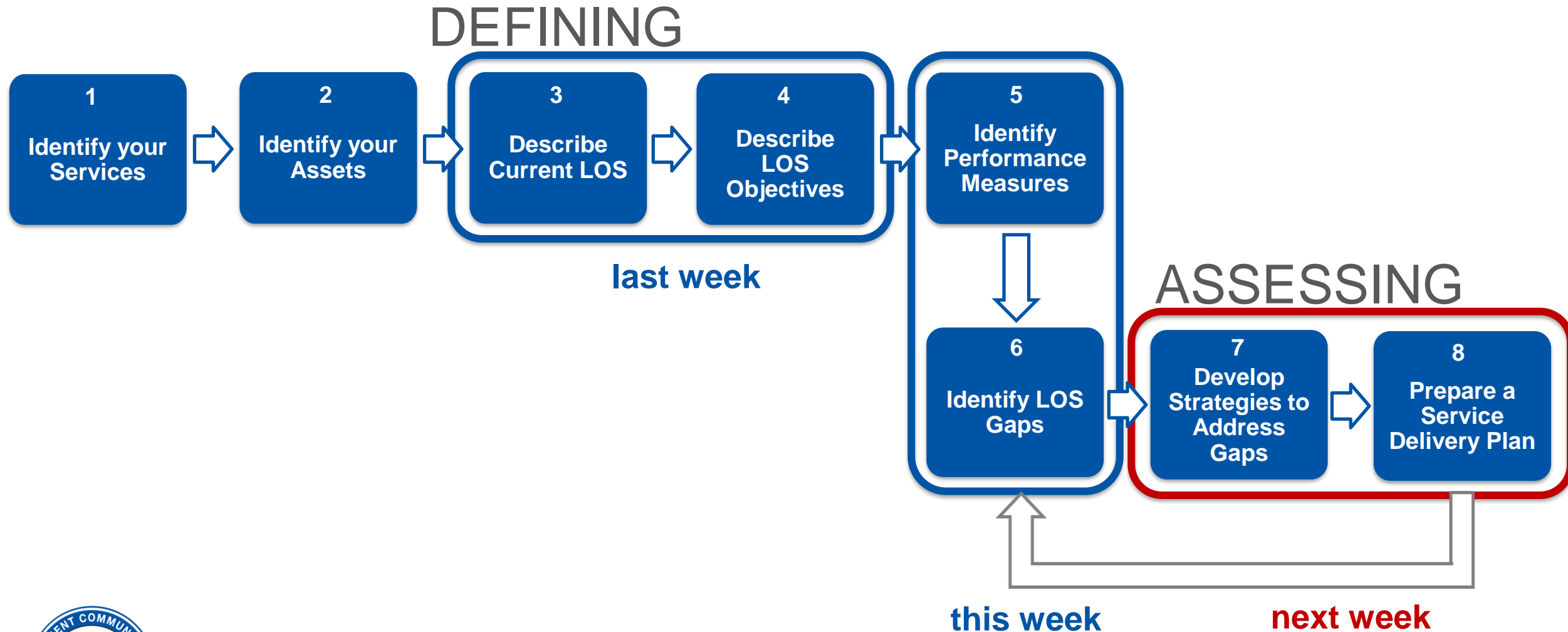
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Levels of Service Process

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Before next Thursday (Session 5)...

- Next week we'll dive into addressing LOS gaps
- Decide what gaps are priorities you want to work on
- Have background info ready (previous plans, studies etc.)

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