Pulling It All Together
How to Set Overall Priorities

Andy Wardell, Acting General Manager, Finance and IT
District of North Vancouver
Why this matters to Council

7 The purposes of a municipality include:
(c) providing for stewardship of the public assets of its community
Pulling It All Together

The good news is:
- We’ve got people
- Assets
- Some Information
- Some finances

The bad news is:
- We’ve got people
- Assets
- Some Information
- Some finances
Pulling It All Together

- Vision/Leadership
- Realistic time line (years)
- Organizational Alignment
- Best Practices
- Tools
- Risk Management
• Multi-disciplinary Team Building
• Continuous Quality Improvement
• Always Pilot Project base
• Managing the Limiting Forces of Success

*Demming – Quality is a journey that never ends*

Critical Path #1 – Organizational Alignment
Critical Path #2 – Best Practices/Standards

How = Public Sector Accounting Board (PASB) Audited Asset Inventories

How = National Asset Management Strategy (NAMS) or whatever you use

How = International Infrastructure Management Manual (IIMM)

How = Long Term Financial Planning Best Practices (GFOA)

How = Financial Sustainability Indicators (LGASA/IPWEA)
Critical Path #3 – Key Tools

Asset Management Policy

Asset Management Strategy = corporate vision and performance reporting

Asset Management Roadmap

Asset Management Plans and Risk Registers

Public Sector Accounting Board (PASB) Audited Asset Inventories
Critical Path #4 – Risk based approach

ISO 31000 Risk Management compliant

- Asset Renewals based on Prioritized Risks
- Asset Risk Register for each asset & AMP
- Asset Risk Management Plan
- Ten year life cycle asset renewal time horizons
- Decisions inform both Annual and Long Term Financial Plans
Risk Mitigation Measures
Risk Events (Storm water)
Risk Guides Decisions

- Asset Management Risks = 10 year plans
- Financial Planning Risks = 10 year plans
- Performance Tracking
- Outcome Management

<table>
<thead>
<tr>
<th>Asset Type: Stormwater</th>
<th>Rating</th>
<th>Trend</th>
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<tbody>
<tr>
<td>Linear</td>
<td></td>
<td></td>
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<tr>
<td>Storm sewers &amp; manholes</td>
<td>C</td>
<td>➔</td>
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<tr>
<td>Engineered Channels</td>
<td>D+</td>
<td>➔</td>
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<tr>
<td>Natural Channels</td>
<td>D-</td>
<td>➔</td>
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<tr>
<td>Rear Yard Catchbasins</td>
<td>D-</td>
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<td>Culverts</td>
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<tr>
<td>Structures</td>
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Pulling It All Together
# Risk Registers

- **Assets/Projects**
- **Risk:**
  - Identification
  - Analysis
  - Risk Rating
  - Resources
  - Timelines
  - Responsibility
  - Reporting

### Risk Register Table

<table>
<thead>
<tr>
<th>Risk Source</th>
<th>Risk Event</th>
<th>Likelihood</th>
<th>Probability</th>
<th>Consequences (Injury)</th>
<th>Consequences (Service Loss)</th>
<th>Consequences (Environment)</th>
<th>Consequences (Financial)</th>
<th>Consequences (Reputation)</th>
<th>Most Serious Consequence</th>
<th>Risk Score</th>
<th>Risk Rating</th>
<th>Risk Score</th>
<th>Approved?</th>
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<tbody>
<tr>
<td>Equipment 1</td>
<td>Physical Failure</td>
<td>Likely</td>
<td>Medical treatment</td>
<td>Nil</td>
<td>&lt; 4 Hrs</td>
<td>Nil</td>
<td>$20k - $100k</td>
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<td>Moderate</td>
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<tr>
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<td>Physical Failure</td>
<td>Likely</td>
<td>First Aid</td>
<td>&lt; 4 Hrs</td>
<td>Nil</td>
<td>&lt; $20k</td>
<td>Minor</td>
<td>Minor</td>
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<tr>
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<td>Likely</td>
<td>First Aid</td>
<td>&lt; 4 Hrs</td>
<td>Nil</td>
<td>&lt; $20k</td>
<td>Minor</td>
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