



Asset Management Newsletter

SIXTH EDITION – FALL 2012 ISSUE



Why Planners Need Asset Management: A Conversation

By Kim Fowler, Member, Planning Institute of BC

Municipal infrastructure is the collection of various physical assets, like roads, water lines, sewers and civic buildings, which are managed and maintained by a municipality to provide services or benefits to its residents and businesses. OK.

Asset management has traditionally been considered generally the work of, or perhaps the battle between, public works and finance departments. After all, it's all those numbers related to servicing and life cycle projections of those roads, water lines, sewers and buildings and how to budget for them – what does that have to do with planning? Well, planning is supposed to provide for the orderly, sustainable development of our communities. Uh-huh. And community sustainability is based on the integration of economic vitality, environmental integrity and social well-being. Yep.

So, the Canadian Federation of Municipalities' estimate of a \$123 billion infrastructure deficit going up at \$5 billion per year in 2007 means there are big financial gaps in the ability of municipalities to maintain and replace basic infrastructure essential to community sustainability. Uh oh... From a 2009 survey by Asset Management BC, on which the Planning Institute of BC is represented, most local government staff did not believe their local government could maintain affordability of services for their taxpayers (that

includes planning!) while also adequately financing asset renewal. Good heavens!

Many local governments recognize that reserves for asset renewal need to be increased and long-term financial plans must be prepared; however, few communities prepare financial plans beyond the required five-year time frame or plan explicitly for asset management. Sounds like they need a planner! Municipal growth plans, like Official Community Plans and zoning bylaws determine to a great extent the cost of municipal infrastructure because infill is way less expensive to service than sprawl, so planning has a really big role in asset management. Really? In fact, the main reason planners should be recommending and implementing sustainable development, Smart Growth and community resilience is because of the financial savings and you know, those engineers and finance types really like numbers, not written policy.

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Why Planners Need Asset Management:

A Conversation

(Article continued from page 1)

An engineering study by the Calgary Regional Partnership shows a \$400 million savings in water and sewer infrastructure with a minimum density of 8-10 units per gross residential hectare. Wow! So, it would be really great if planners could learn more about municipal asset management, consider it as a principle issue in developing land use plans, work with finance and public works staff, and explain it to our community members – the future sustainability of our communities relies on it. Got it? Yah, shut the door, it's getting colder out this time of year.

Kim Fowler, MCIP, Principal of Sustainability Makes Cents Consulting

Success Through Partnership

Article Provided by Infrastructure Canada



Over the summer the federal government held a series of cross-country roundtable sessions with partners and key stakeholders to discuss the principles and directions for future federal infrastructure programming. The Federal Minister of the State of Transport, Steven Fletcher, attended the July discussions in Vancouver. Sustained federal support for infrastructure, flexibility, and the role of the private sector were among the prominent themes.

The roundtables were a part of a process launched last November to engage with provinces, territories, the Federation of Canadian Municipalities and other

stakeholders to shape the development of a new long-term infrastructure plan.

Over the past several years federal, provincial and municipal governments have made significant investments in public infrastructure in the Province of British Columbia. Working together has been the keystone – enabling local and regional infrastructure priorities to take shape while supporting national objectives.

In British Columbia this approach has resulted in \$4.5 billion in direct infrastructure investments. BC local governments also received a total of \$1.6 billion in base-funding from the Federal Gas Tax Fund. Increased to \$2 billion nationally in 2009 and made permanent in 2011, the Gas Tax Fund is a stable, predictable, source of funding in support of municipal infrastructure needs.

Together we are making investments in British Columbia that make a difference – ensuring that Canada has a strong public infrastructure foundation for sustained growth and economic prosperity – today and in into the future.

Asset Management – Building Local Government Capacity in BC

By Glen Brown and Brian Bedford

Effective management of infrastructure represents a key challenge for local governments in British Columbia. The Ministry of Community, Sport and Cultural Development (the Ministry), through the Local Government Infrastructure and Finance Division, (LGIF) has made it a priority to work at building capacity, educating, and developing the tools and resources needed to improve local government asset management capabilities. This is reflected in the Ministry's 2012/13-2014/15 Service Plan. These initiatives are seen as adding value to the various infrastructure funding programs administered by the Ministry. As a result of this ongoing work, LGIF has partnered and participated in the creation and implementation of Asset Management BC (AM BC).

Aging infrastructure represents a growing concern in British Columbia. Rehabilitating, renewing and replacing existing infrastructure requires significant funds. As we move forward, in addition to infrastructure funding programs, procedures and practices must be implemented that will address existing issues as well as create a culture that prevents the current situation from reoccurring.

Ministry of Community, Sport and Cultural Development*Glen Brown*

Asset management is vital to ensuring the sustainability of local governments. A successful asset management program requires cross-departmental responsibility and allows for the planning and prioritization of infrastructure projects (repair, renewal, replacement, etc.).

Asset management represents a proactive approach to dealing with the current infrastructure deficit. Furthermore, it establishes the business practices necessary to support sustainable infrastructure. Ideally, local governments should be in a position to effectively manage their existing assets over time. This includes providing the appropriate level of service desired by the public as well as financing, operating, maintaining and ultimately replacing the infrastructure.

In 2008, the Ministry engaged stakeholders in a discussion focusing on advancing asset management for local governments. In part, the impetus for this discussion was to maximize the benefits of the information generated on infrastructure assets through Public Sector Accounting Board's (PSAB) standard PS 3150 – an accounting standard that requires local governments to account for and report their tangible capital assets.

The outcome of the stakeholder discussions was the formation of Asset Management BC. This bottom-up approach has worked to help define a strategic direction on asset management in British Columbia. The approach has engaged stakeholders and provided an environment of empowerment that will ultimately provide a successful foundation for advancing asset management practices within local governments.

A key strength of AM BC is that it has empowered local government and local government stakeholders to develop and deliver a message that all members of AM BC endorse, including the Ministry.

From a Ministry perspective, the decision to support a 'bottom-up' approach showed considerable merit as there are a number of local governments that have embraced the concepts of sustainable asset management. Moreover, having on-the-ground practitioners (local government and industry associations) providing leadership and direction has further supported local government buy-in and support. While the LGIF has continued to participate, the

benefits to asset management and the significance of AM BC are broad for all parties:

- The Province supports AM BC and endorses activities where appropriate;
- By supporting AM BC and the work being done, the Ministry continues to support Provincial and Ministry strategic goals and objectives;
- Through AM BC, there is improved buy-in and ownership of the deliverables/outcomes resulting in greater opportunities for change and improved implementation of asset management by local governments;
- Capacity building and deliverables from AM BC can be utilized to support and improve objectives/outcomes from funding programs developed and administered by the Ministry;
- Implementation of effective asset management strategies by local governments will improve overall infrastructure performance and service delivery; and
- Within Ministry infrastructure funding programs, those local governments with asset management plans are in a better position to identify strategic priorities, provide clear and defensible information in the application process, better meet program criteria, and ultimately add value to the overall delivery and outcomes of the infrastructure funding programs.

Asset Management Alberta Making Progress

By Joel Sanchez, City of Lethbridge

In October 2011 the Asset Management Alberta group was formed with the intention of becoming a group resource aimed at helping and providing asset management information to Alberta's municipalities.

This group has held three successful one day networking and educational sessions. The sessions were all held in Red Deer and were attended by over 40 people from 20 municipalities attending along with representatives from Alberta Public Works Association (APWA), Alberta Association of Municipal Districts and Counties (AAMDC), Alberta Urban Municipalities Association (AUMA), Government Finance Officers Association (GFOA) and the Province of Alberta (Municipal Affairs).

At the second meeting the group expressed interest in pursuing an inclusive organizational structure similar to

Asset Management BC and it was decided that the importance of asset management is vital for the sustainability and planning for all municipalities.

The Asset Management group coordinator is Joel Sanchez from the **City of Lethbridge** with the support from Russell Crook from the **City of Red Deer** and Scott Sillers from **Strathcona County**.

Our intention is to expand this core group and we will be asking for volunteers at the next session including other disciplines. The intent is to develop the core group into a working group that will serve the greater asset management community in Alberta. Services are intended to include a website, ongoing facilitation of networking and educational sessions for the municipalities and networking with other similar group in Canada and abroad.

It is all about Partnerships

By Wally Wells, P.Eng - Asset Management BC



Asset Management is the short way of saying that we must fund, operate, maintain, renew, repair, replace or retire our physical assets that help, drive, and support our communities. As many of these assets are aging and

funding reserves were never fully established, there is a finance 'crunch' on achieving the desired result. So, the better the information from our collective knowledge that we have, the better the process, and the more confidence we have in decisions.

There are two key elements to the problem. The first element is understanding the magnitude of the issue through a physical inventory of assets, condition assessment, placing a financial value on the assets and determining priority and monies needed to make or keep the assets sustainable or to decommission them. The second element is to develop strategies and priorities for carrying out the necessary work. The biggest challenge within these strategies is developing a realistic financial plan that is affordable for the community over the long term. We are also faced with the challenge of correctly and effectively conveying the need, the message, and the consequences to our politicians, the decision makers, and our residents, the taxpayers.

The article from Infrastructure Canada is in this edition is titled "**Success through Partnerships**". That is what it is about! Examine the statements above and it is clear that the needs can only be fully met by our technical, financial, administrative and political folks pulling together, working together and sharing information. The article, also in this edition, on the success to date in the Town of Golden exemplifies this teamwork.

The more we can grow the network and share knowledge the better off we all are. That is what **Asset Management BC** was created to do. Arising out of the work of the National Asset Management Working Group where a national framework was developed for asset management, regional groups were encouraged to deal locally with our community needs and our Provincial programs. So here we are.

One of the focuses of Asset Management BC has been to develop partnerships. Our core working group is made up of partnerships with nine Associations, a range of BC communities with differing municipal structures, the provincial government, and First Nations directly and through Aboriginal Affairs. Following the model established by BC, reflective of the national model, Saskatchewan has formed '**Municipal Asset Management Saskatchewan**'; has issued their first newsletter, held a number of workshops and has a website (www.assetmanagementsk.ca). Alberta has been making great progress in formation of a similar group. Details on the upcoming Asset Management Alberta are highlighted in this edition.

Ontario, a number of years ago, formed the **Ontario Coalition for Sustainable Infrastructure (OSCI)** which engaged five technical groups lobbying for improved infrastructure. This year the group changed their mandate, added the Municipal Financial Officers Association and truly became multi-discipline. One of the goals of OSCI is '*To facilitate the sharing of information among member organizations and coordinate their approaches to common issues*'. Chair Carl Bodimeade says "OSCI started out as partnership between professional organizations in Ontario. It is only logical that we partner with similar organizations in other provinces in a similar manner. We look forward to learning what has been successful in other provinces and hopefully sharing our experiences here in Ontario. All municipalities are facing similar challenges and the sharing of our collective knowledge is one way to help

them address those challenges". More information is available at www.on-csi.ca

CERIU - Centre for Expertise and Research on Infrastructures in Urban Areas (Canada)

In Quebec there is a similar organization with focus on Quebec municipalities. CERIU has existed since 1994, has an annual world class conference, and of course a website in both French and English. (www.ceriu.qc.ca)

Asset Management BC is forming a partnership with the Canadian Network of Asset Managers. This gives AM BC formal linkages with a national network and a stronger ability to participate in the national dialogue with Infrastructure Canada and other senior government agencies. ALL of these organizations communicate with each other and we all share the common goal of transferring information and knowledge. Along with our international linkages with Australia through the Institute for Public Works Engineering in Australia, Great Britain, through the Institute for Asset Management, and the United States, we have a tremendous ability to share. **Asset Management BC** is revamping its website to take advantage of many of these resources and bring you even more information. The more you contribute the more you will get out of it. We encourage you to share your knowledge and information. Send your ideas and we will post it. (info@assetmanagementbc.ca)

2012 Vancouver Island Economic Summit: Springboard to Inter-Regional Educational Initiative on 'Sustainable Service Delivery'

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



Asset management usually commences after something is built. The challenge is to think about what asset management entails BEFORE the asset is built. Cost-avoidance is a driver for this 'new business as usual'. This paradigm-shift starts with land

use and watershed-based planning, to determine what services can be provided affordably.

Effective change in the way we develop land and respect water will result from collaboration of business, local government and community. A desired outcome is that local governments will view watersheds through a 'sustainable service delivery' lens.

A Forum within a Summit

On October 15 in Nanaimo, the Vancouver Island Economic Summit will feature the *CAVI-Convening for Action on Vancouver Island* initiative. CAVI began as a grass-roots initiative, now falls under the umbrella of the Partnership for Water Sustainability in British Columbia, and is a provincial demonstration application for moving from talk (awareness) to action (practice).

The Partnership has brought together four regional districts as partners in an **Inter-Regional Education Initiative**. The "CAVI forum within the Summit" is a springboard to collaboration, alignment and a consistent approach to achieve water and watershed sustainability up and down the east coast of Vancouver Island.

The CAVI Forum follows the keynote address by Mark Carney, Governor of the Bank of Canada. Eva Kras, a past-President of the Canadian Society for Ecological Economics, will connect the dots between the two as a featured speaker at the CAVI forum. Eva Kras is author of *THE BLOCKAGE—Rethinking Organizational Principles for the 21st Century*.

The Forum has two halves: first, LOOK BACK at what has been accomplished by the CAVI initiative over the past six years; then, LOOK AHEAD to paint a picture of settlement, ecology and economy in balance.

Settlement, Economy and Ecology in Balance

The time to shape future life-cycle costs is at the infrastructure planning 'front-end'; hence, the importance of thinking at a watershed scale. The linkages between the natural Water Balance, watershed and stream health, and infrastructure liability have emerged as important pieces in Sustainable Service Delivery, both fiscally and ecologically. Because nature has no borders, the Inter-Regional Education Initiative will help local governments explore how they can align and integrate their efforts at a watershed scale, and leverage more with the same resources.

The Inter-Regional Educational Initiative will link activities up and down the island so that those working in the local government setting can share experiences, benefit from lessons learned, and align efforts with the provincial Living Water Smart and Green Communities initiatives. This will help everyone to go farther, more efficiently and effectively. Launched in 2008, Living Water Smart and Green Communities comprise plans, strategies, targets, actions and tools to reduce the 'water footprint' of BC communities.

"The knack is to demonstrate that the road to both short and long term economic security is through COLLABORATION. We have to demonstrate that 'business as usual' will eventually result in economic loss both short and long term. Then hearts and minds will be receptive to a vision for **settlement, economy and ecology in balance**. This is why I am so impressed by the collaboration that is gathering momentum on Vancouver Island," states Eva Kras.

TO LEARN MORE about the Inter-Regional Education Initiative, visit www.vancouverislandwater.ca.

TO ENQUIRE ABOUT registration for the CAVI forum, send an email to Wendy Sears at registration@viea.ca. For more information on the 2-day State of the Island Economic Summit on October 15/16 event, visit www.viea.ca

How Golden has Progressed Asset Management

Asset Management BC

PSAB 3150 required all municipalities across Canada to report Tangible Capital Assets (TCA) on their Statement of Financial Position effective January 1, 2009. While PSAB 3150 does not require local governments to practice asset management and/or long-term financial planning, the additional information on Tangible Capital Assets accounting, now provides what is an essential first-step in getting there.⁽¹⁾

The Town of Golden dedicated a tremendous amount of staff capacity to PSAB. After attending a TCA Workshop in October 2007, we formed a Working Group in Group in early 2008. Once the local implications of PSAB 3150 were understood

and further research was done, we concluded there was no satisfactory 'ready-made' IT solution, so we developed our own. After several hundred hours of technical effort, by mid-2009 the new software was ready for use and the assets entered. To our relief, we demonstrated compliance with PSAB 3150 in time for the 2009 audit.

Now we had to find a way to move from TCA to Asset Management. In the spring of 2010 several staff attended an AM BC seminar to learn techniques for translating our mounds of TCA data into a more useable form of organization-wide asset management. This was our next step in transforming the PSAB 3150 financial data into a practical decision-making tool for staff and Council. Our Chief Administrative Officer, David Allen, directed that we foster a close working relationship with AM BC; that this become a Project within our fledgling Corporate Workplan system; and that we 'make it so'. Golden's CAO, David Allen, is now Co-Chair of AM BC thus ensuring we participate in the forefront of municipal asset management in BC.

In June 2011 Golden was asked to host a provincial government funded pilot project in partnership with Asset Management BC to introduce NAMS, the Australian National Asset Management System, training program to British Columbia.



NAMS Workshop in Golden

It included a three-day workshop led by representatives of the Institute of Public Works Engineering Australia (IPWEA) to teach their National Asset Management Strategy (NAMS).

NAMS was developed for the Australian public sector over several decades as the result of municipal financial management evolution similar to our own PSAB 3150. Three other BC communities (Cranbrook, Regional District of East Kootenay and Nakusp) participated in the pilot project and workshop and NAMS has proven such a success it is now being adopted by an increasing number of communities in BC, Saskatchewan and Alberta.

The strength of the NAMS training was it taught us how to integrate the financial and technical information to use for decision making on an ongoing basis. Staff began to transform our PSAB 3150 compliant data into NAMS templates, and plan document last fall and winter for trial purposes. We quickly recognized that the most valuable characteristics of NAMS are that it is a mature system continually improved by IPWEA, and it was designed by the public sector, for the public sector – specifically local governments. Given our 5 years of experience with TCA and nearly two years of experience with more advanced asset management practices, we became convinced that NAMS would prove an exceptionally valuable tool that could form the core of all our future long-term capital planning and we are right.

In the Australian experience, asset management is a ‘team sport’. We agree, done properly, it involves a continuous effort over an extended time, coordination amongst all departments and strong leadership from the CAO. Most critically, it requires the full support of Council for asset management is above all else a policy tool and it is Council who must rally the support of the community or all could be to no useful purpose. That said, on Tuesday September 4th 2012, Council adopted an Asset Management Policy based on NAMS.

So, with our policy in place and the 2011 Financial Audit past, we are making a full transition to NAMS using the audited, up-to-date TCA data and supplemental information we have developed. We intend to use this complete set of NAMS outputs to input to the forthcoming 2013-2017 Financial Plan and Corporate Workplan.

In view of the profound socio-cultural, environmental and economic impact the NAMS outputs will have on the Town’s long-term sustainability, we are cautiously confident in our new abilities to practice good capital asset stewardship in Golden.

This past spring we were invited to present our experiences with NAMS to a national audience at the Canadian Network of Asset Managers (CNAM) annual conference in Montreal. David Allen, CAO, David Love, Manager of Strategic Initiatives and project manager, Lisa Vass our CFO responsible for TCA, and Her Worship the Mayor Christina Benty all attended. This and other presentations of our continuing experiences have helped generate interest in NAMS from other local governments in four provinces, the government of the Northwest Territories and, notably, staff members of senior governments.

(1) Information paraphrased from the following website: www.mah.gov.on.ca/page6677.aspx

Partnership for Water Sustainability aligns efforts with Ministry of Environment to deliver “Living Water Smart”

The Mission: Demonstrate How to Integrate Regulatory Compliance and Collaboration

The [Partnership for Water Sustainability in BC](#) is helping the Province implement the Living Water Smart and Green Communities initiatives in the local government setting. Launched in 2008, these initiatives comprise plans, strategies, targets, actions and tools to reduce the ‘water footprint’ of BC communities.



“The Ministry recognizes and appreciates that, commencing with release of the [Water Sustainability](#)

[Action Plan for BC](#) in 2004, the Partnership is doing what government views as important work,” states Cairine MacDonald, Deputy Minister, BC Ministry of Environment.

The Ministry values what the Partnership has accomplished since 2007 under the umbrella of [CAVI-Convening for Action on Vancouver Island](#). In particular, the Ministry celebrates the Partnership’s latest success in bringing together four regional districts through an **Inter-Regional Education Initiative**. Inter-regional collaboration is the pathway to a consistent approach to water sustainability and green infrastructure policies and practices up and down the east coast of Vancouver Island.”

“The Ministry looks forward to aligning efforts with the Partnership in three regions --- Vancouver Island, Lower Mainland and the Okanagan --- to further advance implementation of the “Beyond the Guidebook” initiative; and provide communities with the tools and knowledge to protect and/or restore watershed health. The Ministry’s renewed emphasis on the rainwater management component of Liquid Waste Management Plans has created an opportunity to demonstrate how to integrate regulatory compliance and collaboration.”

ABOUT LIVING WATER SMART: Released in June 2008, [Living Water Smart](#) presents government’s vision for sustainable land and water stewardship. The 45 actions and targets in Living Water Smart establish expectations vis-à-vis how land will be developed (or redeveloped) and water will be used. The Green Communities Initiative complements Living Water Smart, and provides enabling tools for local government.

To Learn More, download an explanatory document titled [Partnership for Water Sustainability aligns efforts with Ministry of Environment to advance the “Beyond the Guidebook” initiative](#).

New Associate Deputy Minister at Infrastructure Canada

On September 4, 2012 Marie Lemay, Ing. assumed her new position heading Infrastructure Canada as Associate Deputy Minister.



Ms. Lemay is a professional engineer; graduated from the University of Ottawa (1983); is a member of the Ordre des ingénieurs du Québec (OIQ), Professional Engineers Ontario; and is a fellow of the Canadian Academy of Engineering.

Initially she worked in infrastructure and public works with the City of Gatineau (1986 to 1995), Ms. Lemay also worked for the Municipality of Chelsea (1995 to 2000) as Director of Technical Services and then Director General.

Marie then moved to the presidency of Engineers Canada where, for seven years she led an organization of 160,000 engineers covering all of Canada through the provincial associations. During that time she was heavily involved in infrastructure issues and was a partner with other organizations in the potential for an Infrastructure National Roundtable. Before moving to Infrastructure Canada this September Marie was President and CEO of the National Capital Commission.

We all welcome Marie. With her background in municipal publics and infrastructure plus her strong leadership skills, we know Infrastructure Canada is in good hands.



Infrastructure Canada

www.infrastructure.gc.ca

Upcoming Events

September 17 - 20, 2012, Penticton

Public Works Association of BC

Annual Conference and Trade Show.

Refer to: www.pwabc.cpwa.net

September 19 - 21, 2012, Sooke

Local Government Management Association

Vancouver Island Chapter meeting

Refer to: www.lgma.ca

September 24 - 28, 2012, Victoria

Union of British Columbia Municipalities

Annual Conference and Trade Show

Refer to: www.ubcm.ca

October 24 – 26, 2012 - Richmond

Local Government Management Association

Administrative Professional Conference

Refer to: www.lgma.ca

November 13-15, 2012 – North Vancouver

Asset Management BC

NAMS Training Workshop

E-mail: info@assetmanagementbc.ca

April 20 – 24, 2013 - Kelowna

BC Water and Waste Association

Annual Conference and Trade Show

Refer to: www.bcwwa.org

May 5 - 9, 2013 – Edmonton

Canadian Networks for Asset Managers (CNAM)

Annual Workshop and Trade Show

Refer to: www.cnam.ca

May 29 – 31, 2013 – Whistler

Government Financial Officers Association

Annual Conference and Trade Show

Refer to: www.gfoabc.ca

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Tips and Tactics: Simplicity Works

By Bernadette O'Connor

I have observed on asset management projects, a tendency towards complexity and detail. This is, of itself, not a bad thing. However, sometimes the level of complexity being used adds effort but does not actually add value. In other words, the same outcome could have been derived using a less complex approach with no discernible change in the confidence of the outcome.

Similarly, I have seen projects where the level of detail being used is indicating a false perception of confidence that is not there. This is common to such things as priority rankings, defining levels of service and developing performance measures.

I recommend that asset management practices are developed using a simple approach to begin with. Layers of complexity can be added as and when you have the information to support this. But this should only happen if the added complexity and detail actually provide value to the decision process.

Our future is not defined by the data we record; it is defined by the decisions we make.

It is therefore important to have a reality check on the systems and processes we develop, and the approaches we use in asset management. We should strive to provide decision-makers with the best information in the simplest way possible. We should continuously discern if adding other criteria to the analysis or more detail to the calculation is going to tell us anymore than the current information.

And why should we? If we have all this information available why not throw everything at it? The answer is cost, confidence and continuation.

Cost - complexity and detail adds cost

Confidence - people are generally more confident in things they can readily understand

Continuation - simple systems that give useful information are more likely to be maintained and less likely to be dropped when the advocate for it leaves or changes their role.



Asset Management Newsletter

SIXTH EDITION – FALL 2012 ISSUE



Asset Management: Questions and Answers

Responses provided by Editorial Panel

Note to Readers: You are invited to email questions or comments to Asset Management BC or to the editor – see final page - and you can note in your email whether you wish your comment or question to be published.

Raising questions and making comment are strongly encouraged as this newsletter is provided for the greater good of all types of Local Governments and Agencies managing infrastructure and for the advancement of Asset Management within the Province.

It is usual that the answer to one person's question will be of use to many. Therefore publication of these will not only be helpful but can also generate productive discussion on a topic and sharing of different perspectives that may otherwise have not been identified.

Just Announced:

On September 11, 2012 the first **Canadian Infrastructure Report Card** was released. For more information:

www.canadainfrastructure.ca

Coming in the Next Edition:

- Asset Management BC Strategic Plan
- First Nation approach to Asset Management
- More Tips and Tactics
- Case Studies
- Role of maintenance operations personnel in Asset Management
- Asset Management - a plan? a strategy? or both?

Editor: Bernadette O'Connor



Opus International Consultants
Victoria, British Columbia
Ph. 250 952 5640

Email: bernadette.oconnor@opusinternational.ca

Issued by: Asset Management BC



www.assetmanagementbc.ca
E- mail: info@assetmanagementbc.ca