



YOUR LOCAL ASSET MANAGEMENT COMMUNITY OF PRACTICE IN BC.

Enhancing BC communities through leadership in asset management.

THIRTY-SIXTH EDITION – SUMMER 2022

The Story of Asset Management during My Career

*Murray Jamer, P. Eng. Retired Deputy City Manager and
prior Director of Engineering and Operations (City Engineer),
City of Fredericton, New Brunswick*



When asked about asset management these days, I typically say “*things have really changed since I started working with municipal infrastructure*”. Maybe that’s not surprising. I first worked with municipalities as a consultant in the early 1980s before becoming an employee with the City of Saint John in

1985. I then moved to work for the City of Fredericton in 1998 before ‘retiring’ in 2018. In retirement, I still get to work with infrastructure issues and asset management, again as a consultant. So yes, many years have passed since my introduction to municipal infrastructure and asset management. In that time, there have been significant changes in asset management and (spoiler alert), most of these changes have been positive. In my article, I will review the asset management changes I have seen at the Municipal, Provincial, and Federal levels. I will also discuss several acronyms known to asset managers, such as FCM, CNAM, and PSAB 3150.

I will start with a story that was well known in the mid-1980s in New Brunswick. A long serving works superintendent in a relatively small town (not a municipality where I worked) was getting set to retire.

This superintendent had a good reputation throughout the Province and his municipality was sorry to see him retire. They were particularly concerned because, not unlike the situation in other municipalities at that time, their superintendent had most of the information about the assets ‘stored in his head’. If a pipe, for convenience, went through someone’s property without the benefit of an easement, this superintendent knew about the location and even knew the quid pro quo the property owner received in return for allowing the pipe on his property. Imagine the difficulty this person’s successor would have, trying to maintain and replace assets, without information on the quantity, quality, or even the location of many of the assets.

Asset Inventory

The situation described above was not atypical. When I first worked for the City of Saint John, there were overall drawings of the water & sewer systems, but the drawings often lacked detail. Remember, the systems were old! We actually had wooden pipes still in service when I worked for the Saint John Water & Sewer Department.

Since several smaller communities had been amalgamated to form the City of Saint John, the quality of the asset information (and indeed the quality of the assets) was very much dependent on which jurisdiction had been involved when the assets were first created. It was difficult to do long range planning for assets when quantity, quality, and location information was not known.

A more complete asset management plan to include asset management policies, level of service, and formal risk assessment was **a long way in the future**.

Perhaps there were communities throughout Canada in the 1980s that had great 'as-built' information and great information on asset conditions, but that was not my experience.

The first significant step in improving our asset management in Saint John was knowing the total quantity of assets we had. We then took a guess at how long each asset would last (life cycle) and could at least arrive at a plan where we attempted to replace our assets as they neared the end of their useful life. With this information, we concluded that our capital replacement programs were woefully inadequate to maintain all our assets in a reasonable condition and replace them when needed. This brings me to another significant change I have seen in asset management over the years. There is now a much better understanding of infrastructure financing and infrastructure deficits, and in fact, there is a lot more political support for infrastructure, and this has translated to more funding being available for municipal infrastructure.

Funding for Infrastructure

When I moved to work for the City of Fredericton (1998), the quality of 'as-builts' and the knowledge about assets were much improved from what I had experienced in Saint John. Still, there was no formal asset management plan in place and the focus was still on building new assets as opposed to replacing existing assets. Our department developed an infrastructure renewal plan, but it was not easy to make the case for the necessary funding. Part of the reason is that we did not have enough data to relate increased maintenance costs with keeping assets beyond their useful life. Also, while the City's infrastructure was generally in good shape, there was a lack of understanding (and support) from the Finance Department and the elected officials for increased infrastructure spending. Particularly as it relates to water & sewer systems, there was a feeling that **we were 'caught up'** and large increases in funding were not necessary.

Of course, Fredericton was at the age where many of the buried assets were nearing the end of their useful life, but infrastructure renewal had yet to become an operational priority or a funding priority. The budgets provided for operating and maintenance issues and for system improvements, but the 'wave' of infrastructure renewal required had still not been incorporated into the budgets. Two factors completely changed the way we looked at asset management in Fredericton and I will discuss these in a bit more detail.

Articles in this Edition:

- **Feature Article: The Story of Asset Management during my Career**
- **Better Asset Procurement, Better Asset Management**
- **A Roadmap for Natural Asset Management**
- **Time Passes and Change is Inevitable**
- **Channel Refresh - Survey**
- **Successful CNAM Conference**
- **New Chair elected for CNAM**
- **A Regional Working Group and Community of Practice – They Work**
- **What's in a WORD: The word 'Evidence Informed'**
- **What's in a WORD: The word 'Plan'**
- **How much should local governments spend each year to reduce the Riparian Deficit**
- **Life Cycle of Assets – Do you have an Opinion?**
- **Tips and Tactics: Determining Asset Lifespans**
- **Upcoming Events**

The first factor was that the City was mandated by the Province to be compliant with the Public Sector Accounting Board standard (PSAB 3150) by 2009.

PSAB 3150

As most would know, this required the municipality to account for tangible capital assets on the financial statements. **This was a game-changer.** Instead of infrastructure being a concern only for the departments with assets, infrastructure became a concern for the entire municipality. The City had to acknowledge its infrastructure costs and its infrastructure deficit. The second significant game-changer was that the City Treasurer and Assistant City Treasurer (now the current City Treasurer) became real champions for infrastructure. They realized that, if infrastructure was allowed to deteriorate, it could be a financial liability for the City. They also helped the elected officials understand the importance of **'maintaining what you have before you build new'**. Of all the changes I will discuss in this article, perhaps the most significant change I have seen is that asset management is no longer just an issue for the city engineer; it is an issue for everyone.

A plea for infrastructure funding by a city engineer is easily dismissed. **A solid case made jointly by a city engineer and a city treasurer is not so easily dismissed.**

And here is a thought: a good asset management plan can provide a better delineation between the role of the elected council and the professional staff. Instead of the elected officials thinking their job is to ‘micromanage’ staff, they can assume a legitimate role of approving the level of service they expect and are willing to fund. From that starting point, it is staff’s job to identify the assets required to meet the level of service and also how to best manage those assets.

FCM

In Canada, the Federation of Canadian Municipalities (FCM) is the umbrella organization that most municipalities, large and small, join for networking and to have a single strong voice when dealing with other orders of government. FCM has been a strong voice for infrastructure funding over the years. In my time at Saint John (early 1990s), I was invited to serve on a municipal infrastructure committee with FCM. Representatives from across Canada met several times in Ottawa and documented the need for Federal support of municipal infrastructure. Our report was adopted by the Liberal Party that eventually formed the Government, and this resulted in Federal support (funding) for municipal infrastructure.

Since that time, there have been infrastructure programs, in one form or another, regardless of the party in power.

Programs at this time include the Investing in Canada Infrastructure Program (ICIP), the Canada Community-Building Fund (formerly the Gas Tax Fund), and the Disaster Mitigation and Adaptation Fund (DMAF). So, why has the Federal Government agreed to help fund municipal infrastructure? I believe there has been a recognition that municipalities are important for the overall success of Canada. As FCM notes, while municipalities are responsible for over 60% of all public infrastructure in Canada, their ability to raise revenue to address infrastructure maintenance and renewal is very limited. **Assistance from the provinces and the Federal Government is necessary.**

Apart from their role in advocating for municipal funding, FCM has also played an important role in spreading the knowledge of the benefits of asset management and providing funding for municipalities to complete their own asset management plans. Another FCM initiative was partnering with the National Research Council (NRC) to produce **InfraGuide**, a collection of technical best practices and principles to help better inform municipal staff and decision-makers in infrastructure management.

Finally, FCM has partnered with various other entities (Association of Consulting Engineering Companies Canada, the Canadian Construction Association, the Canadian Parks and Recreation Association, the Canadian Public Works Association, the Canadian Society for Civil Engineering, the Canadian Urban Transit Association, the Canadian Network of Asset Managers) to produce the **Canadian Infrastructure Report Card**, which summarizes the condition of the infrastructure in Canadian municipalities and publicly highlights concerns that must be addressed. When I look at the significant changes in asset management in my career, I think the leadership of FCM has been an important factor in the improvements we have seen.

CAMA

I would also note the Canadian Association of Municipal Administrators (**CAMA**) have been active in advocating for infrastructure funding and encouraging their membership to adopt good asset management practices.

Province (NB)

In New Brunswick, the Province has also recognized the importance of municipal assets and has played a role in mandating asset management plans for municipalities. The Province made asset management a condition for Gas Tax Funding (administered through the Province) starting in 2014 and produced the ‘Guide to Asset Management for Local Governments’ in 2017.

This meant all municipalities were to have some sort of asset management plan in place, although some plans may not be as advanced as others.

The Province’s current White Paper on Local Government Reform indicates a ‘Phase 2’ of asset management will be required for all New Brunswick municipalities, with the Phase 2 requirements to be published in 2023.

CNAM

So, in addition to the roles of the Federal and Provincial government, what else has changed? Well, organizations like the Canadian Network of Asset Managers (CNAM) have been established to help improve the technical knowledge of asset management and provide networking opportunities for those interested in asset management. Apart from CNAM, other professional associations for municipal practitioners typically devote a portion of their annual conferences for asset management. Technical information on asset management is much more readily available than it was when I started my career.

Analogy for Asset Management

Whenever I am asked how a municipality should approach their asset management, I say it is similar to the way a country should approach their military preparedness. Any country must first determine their overall approach to their military (**governance**). Which government department will be responsible and how will they make decisions affecting their military? They must then decide whether they want the best military in the world or whether an 'okay' military will do (**level of service**). Next comes a review of what they already own in the way of military assets (**inventory of assets**).

They should then do a **risk assessment**. A nuclear attack may have greater consequences than a conventional attack, but the probability of a nuclear attack for most countries is pretty minor. Also, if they are a land-locked country, they won't need to spend money on building a navy. Maybe the country will see if a changing environment (**climate change**) will necessitate a change in their thinking, for example if a neighbouring country is running out of drinking water due to drought and starts eyeing their neighbour's water supply.

Our fictional country should then determine whether their military assets are in good shape and which of their assets are nearing the end of their life (**condition assessment**). With the steps taken to this point, they would then be able to determine what their stockpile of assets would cost to maintain and replace as necessary (**cost analysis**). This analysis would be the basis for determining the necessary budget for the long term (**financial planning**).

A caution here is the importance of resisting, or at least accounting for, the tendency to upgrade the quality of an asset when it is being replaced. If our country plans to replace aging fighter jets with state-of-the-art stealth fighter jets, the financial plan should reflect the upgrade. The cost analysis is also the basis for establishing priorities going forward (**priority setting**).

Future

Where do I think asset management will go in the future? Actually, I think the current best practises will spread out to more and more municipalities. I think elected officials will increasingly see asset management as a way to make good, defensible decisions. I think municipalities will use the various elements of asset management that I described in my military example to ensure they are using their available dollars wisely. Asset management is an idea whose time has come. I think future municipal practitioners will take asset management to a whole new level. Funding for infrastructure assets will always be an issue, but continued diligence by asset managers is the

best way to highlight the need for funding and the best way to determine an optimal allocation of the funding available.

Article Reviewed by Jihad Zamer, P. Eng., Manager-Municipal and Asset Management for GEMTEC.

Note: Murray Jamer is working part-time in retirement with GEMTEC Consulting Engineers and Scientist as a Municipal Management Specialist. Murray is also the current President of the Fredericton Playhouse.

BETTER ASSET PROCUREMENT MEANS BETTER ASSET MANAGEMENT

Gordon Hume, author, speaker, journalist, retired Politician

Editor's note: Gord Hume was a keynote speaker at our AMBC conference a few years ago. He is retired from City Council in London Ontario where he served 4 terms. His career was as a journalist in news media and communications. Gord is a highly respected and sought-after public speaker who is known for his inspiring presentations. He has addressed major audiences and local governments in Asia, Europe, New Zealand and across Canada and the United States. He has authored several books on our cities, culture and municipal government and currently prefers writing novels. We thank Gord for returning to our newsletter bringing his perspective on issues in asset management.



Many governments in Canada share a secret—they are lousy at procurement. Asset procurement is an integral part of the asset management portfolio. It is a huge part of the entire block chain system that has become so popular in management circles. Yet time after time, asset procurement by all orders of government is flawed and mismanaged.

Without question the procurement process for the Canadian Armed Forces has too often become a national and international joke. Much of that has been driven by purely political decisions that often made no sense: Cancelling helicopter contracts and then spending years trying to buy new helicopters. Purchasing submarines that didn't seem to want to go under water very well—which is sort of important for a submarine. (It was a painful joke some years ago that the West Edmonton Mall had more submarines than Canada's Navy). The extended and often unfathomable process of obtaining the new F-35 fighter jet.

Too often procurement decisions are made for political purposes, and not for good asset management reasons. That is a fundamental reason why, generally speaking, politicians should not be part of the procurement process. They may have approval at the end, but getting politicians involved in the whole spec/bidding/contract/negotiation processes often leads to ugly results.

Municipal governments are certainly not always frolicking through fields of daisies when it comes to civic procurement. Let's take transit projects, for example. The history of cost-overruns, major delays in finishing projects, disrupting of local neighbourhoods, and the tidal wave of public anger and frustration is well known.

Subway projects are particularly fraught with peril. Step forward, Toronto. Light-Rapid-Transit can be screaming nightmares—hello, Ottawa. Bonjour, Montreal. Is that you peeking out, Waterloo Region?

Such problems are a catalyst for public dismay. Local businesses are paralyzed when major road/sewer projects close their street access and disrupt traffic flows. They are understandably upset when such projects run late.

Often there is a lack of communication between government and its business community, that only worsens the problem and leaves a terrible taste in the mouth of taxpayers. Too often governments refuse to tell the public the real story, and that only makes the problem worse.

Politicians often have difficulty taking responsibility for what is going on—or going wrong. We need to regain that sense of doing the right thing for the right reasons while in public service.

There are a lot of problems in the world these days. Many of them directly affect the procurement process. Computer chips are one of the most vital—and vulnerable. Just ask the big auto manufacturers. More and more material and components needed for construction projects or for manufacturing are in limited supply, backordered, on a ship on some ocean, or just not available.

These issues impact pricing and timing of key components in construction projects. When buyers (i.e., Governments) get it wrong, too often nasty headlines and public mockery are the result. That is why open communication is so important during the project's progress.

There is nothing easy about procurement. It is a significant part of asset management. It's just that too often politicians want to use it to score political points.

Big bold projects can help to change a city and renew it economically and culturally. But as cities deal with

everything from climate change to global financial crises, it makes the procurement process even more fraught with peril.

Asset managers need to clearly understand the complex risks and variables of asset procurement and projects in today's uncertainties in the economy, the international pressures, and the local and national political climate and how that affects raw materials and processed material.

On-time and on-budget procurement is a vital part of the supply chain process, and the management of a governments' assets. Smart asset managers will recognize the new political environment in which they must manage.

A Roadmap for Natural Asset Management

Roy Brooke, Executive Director, Municipal Natural Assets Initiative (MNAI)



More and more local governments recognize that natural assets like forests, wetlands, open green spaces, and foreshores deliver multiple, cost-effective services to their communities, along with many other benefits. For example, natural assets play a role in delivering stormwater services, protecting drinking water quality, supporting public health and recreation, contributing to climate mitigation and adaptation, and protecting biodiversity.

However, most local governments are still at early stages of managing their natural assets as they do for other infrastructure.

To help more local governments get started on their natural asset journeys, the Municipal Natural Assets Initiative (MNAI) recently issued a call for expressions of interest for local governments that are just starting to build natural asset considerations into their asset management practices. Within weeks, 20 local governments filled up the first two of these “starter stream” sessions. Soon, MNAI will deliver a workshop to

help these local governments assess where they currently are in their natural asset management practices, where they would like to get to, and develop a high-level roadmap complete with short-to-medium-term steps on how to get where they want to be.

Two more sessions will become available in 2023. Local governments wishing to save a spot for the group 3 session (January 2023), or group 4 session (April 2023) can submit their expression of interest now. Please click on this link ([roadmap EOI](#)) for more information on eligibility and to apply.

Thanks to the Federation of Canadian Municipalities (FCM)'s asset management program and with funding from Infrastructure Canada, local governments pay only \$500 for this exercise. Also, with funding from Infrastructure Canada through FCM, MNAI will invite local governments that have made some progress on natural asset management to participate in an "intermediate stream" of workshops to define **levels of service** and build natural asset considerations into their **climate mitigation and adaptation** efforts.

Lastly, MNAI will be developing a **legal primer on natural assets management**. The primer will help local governments make sense of the many new court cases that relate to nature and natural assets. Click here [natural asset management training](#) for more info.

The MNAI team provides 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 developing leading-edge, sustainable and climate-resilient infrastructure.



Time Passes and Change is Inevitable

Wally Wells P.Eng. Executive Director, Asset Management BC



It's been 11 years since **Asset Management BC** (AMBC) was formed, initially as the 'Working Group for Asset Management'. Our routes go back to the initial workshops held at BCIT in Vancouver and the recognition of both the interest and the need for a focused group specifically for asset management. With the strong encouragement,

direction, and support of Glen Brown, initially with the Province of BC, now UBCM, we took the initial steps following your wishes and Asset Management BC was born.

I have had the pleasure of being your Executive Director since day one. Those early years generated many challenges in bringing different disciplines together, including Associations, to achieve the need for recognition of asset management as an integrated process not driven by any one discipline. At that time, there was a major 'learning curve' of exactly what the process of asset management is and why expedite treasured municipal resources to do it? We have come a very long way.

One thing in life that is constant is **change**. The time for transition at AMBC has come. With this newsletter, I sign off as your Executive Director.

I am now 11 years older and must look to the best interests of our organization and the ongoing maturing of asset management as an accepted business process within our local governments and First Nation communities; I must look to our continued successes and growth as opposed to my personal wishes. However, as I continue with my passion for asset management, I am retaining a role for selected tasks, coaching, and mentoring and will always be available to you to help you through your asset management journey. This is reflected in what you will see forward in my new title as **'Asset Management Master, Mentor and Coach.'**

Early on, we created the AMBC newsletter which has set a standard across Canada. **This is Edition 36**. I am very proud of what we, with you have achieved, plus our conferences, training, workshops, social media and, most important, our knowledge transfer which is our core mandate. With great work by many of you in providing articles, input, and suggestions, you have made our newsletters and other ventures a great success. The newsletter itself is not only very widely circulated in BC, but also across Canada, and to 5 other countries.

On July 1, 2022, I turn over the title of Executive Director, along with the responsibilities, authorities and roles that go with it, to David Allen. I will guarantee you that you are in very good hands. David has been co-chair with Andy Wardell (District of North Vancouver) of the Community of Practice for Asset Management BC for the last 9 years and is an asset management champion. He recently retired after 7.5



years as Chief Administrative Officer (CAO) of the City of Courtenay where he restructured the city administration around service delivery based on the principles of asset management. He was previously CAO at the Town of Golden where he introduced asset management and was the first community in BC to host the NAMS AM Training program when AMBC brought it to Canada from the IPWEA in Australia. David also held local government positions before in the Town of Pemberton, District of Logan Lake and Squamish–Lillooet Regional District. Welcome David. We know you will do a great job.

I will continue to be available to help you with your asset management programs by e-mail and telephone. I will be attending our 5th Annual AMBC conference November 2 and 3, 2022 at the Westin Wall Centre, Vancouver airport, Richmond BC. I certainly look forward to seeing you there.

WE WANT TO HEAR FROM YOU!

TAKE THE AMBC COMMUNICATIONS SURVEY FOR YOUR CHANCE TO WIN!

Channel Refresh Survey

At **Asset Management BC**, our goal is to share helpful education and resources about asset management. By filling in our short survey, you'll be helping us make our website, newsletter, and social media more useful for you and our communities throughout BC!

Please take a few minutes to fill out our survey and, as a thank you, simply enter your name for your chance to win a free registration to the [AMBC Conference](#) taking place November 2 - 3, 2022, at the Westin Wall Centre, Vancouver Airport in Richmond.

We value your opinion and look forward to hearing from you! Thank you! The AMBC Team!

FILL OUT THE SURVEY HERE:

<https://www.surveymonkey.com/r/AMBCsurvey>



Successful CNAM Conference – A Snapshot

Leanne Brannigan, Chairperson CNAM, Manager, Corporate Asset Management, Region of Peel, ON



The first annual 2022 CNAM Hybrid Conference took place in London, Ontario from May 2nd–5th, 2022 and was a huge success! Adopting a hybrid

format allowed flexibility and choice to ensure attendees felt comfortable on how they participated in the conference. The conference featured workshops, breakout sessions, networking opportunities, an Exhibit Hall, social events, the 2022 CNAM AGM, Keynote Speaker Michael “Pinball” Clemons and culminated with our Awards Gala, vesting ceremony and the musical stylings of Duelling Pianos. It was also unique and exciting to have a National Forum of Asset Management organizations from across Canada, reinitiating the connections that the pandemic interrupted. Conference attendees both virtual and in person alike were able to unite as an industry and have given feedback that the presentations and workshops were of high calibre, variety, and depth.

We were heartbroken when the pandemic forced the cancellation of our Newfoundland Conference back in 2020, so we are thrilled we are venturing to Eastern Canada next year. Do not miss the 2023 CNAM Conference in Fredericton, New Brunswick!

CNAM 2022 Conference All Access Content Pass

Did you miss CNAM’s first annual Hybrid Conference “Connections: Building an Asset Management Community” and want to partake in the learning experience? You can still purchase an [All Access Content Pass](#). CNAM is committed to inclusivity and accessibility to education for all Asset Management professionals no matter what your schedule looks like and for the first time ever, we are offering full access to all conference recordings to those who were unable to attend live.

The package includes:

- 27 hours of content
- 78 industry best speakers
- 46 sessions

Access will be available on demand until **August 31, 2022**.

As of **September 1, 2022**, all conference PowerPoint slide decks will be available to CNAM members free-of-charge.



We want to take this opportunity to properly thank our sponsors again. It truly does "take a village" to make our conference successful, and our sponsors have been an incredible source of our success.

CNAM: What to Look Forward to Next?

- Continued strategic plan formulation based on feedback from the membership at the Conference.
- Did you know we have regular educational industry webinars and other virtual sessions? Checkout our [Upcoming Events](#) page to see what we have planned and to register. On the CNAM website at cnam.ca

New Chair elected for CNAM

Wally Wells, P. Eng.

*Executive Director **Asset Management BC***



Canadian Network for Asset Managers (CNAM) held their first in-person conference in two years in May this year in London Ontario. I had the pleasure of attending that conference. The conference was led by Katie Geoghegan, Chair of the Board of CNAM.

Katie did a great job and all attendees seemed to enjoy the conference especially the renewed opportunity to network.

Katie worked for the City of Regina before return to her roots in the Vancouver area. Initially with a large consulting firm. Katie, this past year, took the bold step of starting her own consulting business - Katie Geoghegan Advisory.

At the annual general meeting, chaired by Katie, the position was transferred to the new chair, Leanne Brannigan, Manager, Corporate Asset Management, Regional Municipality of Peel in Ontario who is now Chair of the



Board for CNAM. Leanne has been an asset management champion for many years and was a key driving force behind the establishment and success of Asset Management Ontario. Because of the great leading-edge work done at the Region of Peel, Leanne was a speaker at the Asset Management BC annual conference a few years ago. We, at Asset Management BC, look forward to working with you and your Board.

CNAM also for the first time this year put the vice-chair position out to nomination and election by the membership. Previously this position had been an appointed position by the Board. The vice-chair position is also the position of incoming chair.

The election resulted in Bernadette O'Connor (WSP in Victoria, BC) being installed as the new CNAM Vice-chair. Bernadette has been a long-time supporter and participant with Asset Management BC and an original member of the AMBC Community of Practice. Unknown to many, the newsletter you receive three times a year is thanks to the voluntary effort of Bernadette who assembles and structures our newsletter and has done so for every edition published to date.



CNAM, as a national membership-based organization liaises and works closely with our Regional Communities of Practice across Canada. Asset management unites us all and it is one industry with an objective of better decision making for our governments and first nation communities. These working relationships are significant and important to us all.

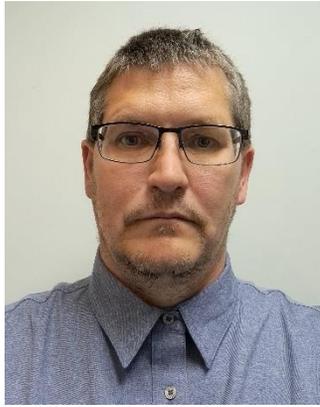
A Regional Working Group and Community of Practice - They work!

*Arnold Schwabe, Manager of Operations,
Town of Qualicum Beach*

History of the Group

For the last five years, a group of like-minded individuals on Vancouver Island have been meeting and discussing issues related to asset management. The group wasn't created with any grand plan in mind, it was created because discussions on asset management were becoming more prevalent in our organizations, and we realized that we all were somewhat unprepared for the enormous breadth of knowledge required for us to steer our governments in the right direction.

The initial phone calls and individual meetings spawned the idea for a **working group** of people from local governments in the central Vancouver Island region and Sunshine Coast. Since 2017, our group has met yearly, except for a two-year COVID interruption. More importantly, we share ideas, processes, and documents that have assisted all our members with advancing asset management practices within their government.



The first few meetings consisted of members presenting what was happening in their jurisdiction and having frank discussions on the state of asset management practices in each municipality. Occasionally, a meeting consisted of a larger event with outside speakers and well over 50 participants, but generally they were limited to local government employees and the pressing issues. Our meetings and discussions continue and there is a definite ebb and flow to the membership and participation. That is to be expected. People change roles, move to other locations, and demands on municipal staff have increased in the last decade where schedules are tight for time. One thing that has remained constant is that all of us appear to be committed to providing information and assistance to anyone that is looking for help.

What follows is advice I can offer to anyone looking to start a local group, based on experience of participating in, and helping organize, a few of those groups. This is by no means a comprehensive list of everything you may encounter, but hopefully enough to assist you with creating a local group in your area.

Step 1 – START

I realize that sounds rather simplistic, but it doesn't need to be more complicated than that. It starts by calling someone you know that works at another local government. Our group started with a phone call between two people, which turned into a few more phone calls with other people, that lead into a discussion about a regional meeting. The reality about local governments is that we've all worked with or encountered employees from other governments in our area. It is a smaller industry than most people realize, and it is easy to find someone that you can have a discussion with. If you don't know anyone, don't be afraid to reach out to Asset Management BC. They are an extremely

valuable resource and have done an amazing job of providing information and bringing together people and can probably give you contacts for any municipality in BC.

Don't have high expectations to start. Sometimes it is easier to just have a few informal chats, get a few people together for a small meeting, or have an electronic meeting where you can discuss ideas for an hour or two.

Don't be intimidated. We all read how one local government is "leading the field" in their asset management practices. What I've found over the years is that statements like that are only part of the story. Some municipalities are advanced in specific areas of asset management but fall short in other areas. This is to be expected. The realm of asset management covers the entire spectrum of what we do as municipalities and could be applied to every service we provide. So, this is not a shortcoming of any municipality, it is a result of allocating the available resources we have to the priorities and skills present at each local government. It should never be seen as a weakness, but rather an opportunity. I've found that each local government has focused on different areas of asset management and every individual can add their existing knowledge, work, processes, and templates to a larger body of knowledge that benefits all the members of the group. A successful group will add significant value to all the organizations involved, providing availability to colleagues who have experience, at little or no cost to members.

STEP 2 – GROWTH AND MAINTENANCE

As your circle of contacts grows and you decide to hold a meeting, you will undoubtedly run into some setbacks. Local governments have seen an increase in turnover amongst staff. I was recently at a conference in Vancouver and one of the questions was how many people had been in their job less than 2 years. Approximately 40% of the people put up their hands. When you are building a list of contacts, you will regularly see new people (or the same people) in new positions and keeping an updated list will

be both a necessity and a chore. Find a good method to keep the list current and accessible to everyone on the list.

Once you've started with a core group of people, work up to a larger group. As your group progresses, you will find that you need a handful of champions that are willing to carry the load of keeping the

Municipal Offices, Qualicum Beach



group together. These are the people that typically schedule and host meetings and are actively involved in reminding everyone of upcoming events or polling members for interest in discussion topics. The champions in our group rotate yearly to host events and carry the load when it comes to communication.

Keep in touch with the people on the list that you built. People remain busy with their day-to-day tasks and contributing to the group is not always a high priority. Sending out reminders, encouraging questions from the group, or just calling someone to ask advice is necessary to stay active and relevant. Now that electronic meetings are a part of our everyday work life, it should be easier to schedule a quick conversation.

Above all, be patient. Governments don't always move quickly. It may take time to organize people and projects, or it may take months to get your group to a meaningful size. Demands on time mean that not everyone can be at every meeting or respond to every request. Don't let it deter your efforts.

HOSTING A MEETING

So, you've moved on to the point where you are ready to host a group meeting. Based on past experiences, there's a few things you should consider to improve your chances of having a successful event.

Try to find a space within a facility in your own municipality to keep costs down. Your space doesn't need to be elaborate; it just needs to be functional. You can use a civic centre meeting room, or even a large room in a fire hall, and the necessary room size will depend on the size of your meeting.

Give participants good reasons to attend. Poll the group for pressing issues and reach out to someone who has already dealt with the issue and is willing to present. People don't have to be professional presenters, anyone can talk about what they are doing, they just need a comfortable space. On that note, give people a safe space to talk and encourage supportive, meaningful discussion.

If it's an in-person meeting, try to provide lunch. Lunch doesn't have to be extravagant, but people do appreciate a free lunch. Tours can be good. Tours of a critical piece of infrastructure or facility provide a unique opportunity for real-world examples. If you are hosting a meeting, this is also a chance to showcase your community and what makes your community desirable. If you are planning on a

tour, make sure it is close to the meeting venue or you may need to come up with bussing or a ride sharing option, and keep in mind that it does take significant time from the meeting schedule. Consider extra curricular activities. Some of the best ideas in past meetings were discussed at the local watering hole after the official meeting took place.

It is best early in the process to establish ground rules about companies and consultants attending the meetings. While consultants can add to the collective knowledge base, try to be careful of the sales pitch. These meetings are generally about our local government issues and topics discussed may be confidential. Inviting someone to present about their product or service is fine, but their attendance should probably be limited to the

presentation and not the entire meeting. An abundance of structured presenters may blur the lines between a conference and what should be a working group. These types of presentations might be best left for conferences such as AMBC or CNAM.

Provide an agenda and synopsis to participants on the meeting content. Budgets are very tight and it's common for staff to provide a justification for attending a meeting. Having a summary ready, and a list of participants can help everyone justify attending your group meetings.

Several Meetings were held in the Fire Hall Training Room



LESSONS LEARNED

While I'd like to say that our group has the process figured out and we are the model of success, that is definitely not the case. What works for one group may not work for another group. Fortunately, Vancouver Island and the Sunshine Coast is reasonably condensed geographically, and travel is relatively easy. The same cannot be said for a group in Northern BC and travel would pose a larger problem with more creative solutions required. I don't have solutions for some of those issues, but I do have some general suggestions on the lessons we've learned after five years.

Be humble and be generous. Not one of us has all the answers to every asset management problem that has arisen. Sometimes a local government may be struggling with something that another has already solved, and I have been encouraged by the willingness of local government staff to assist others that are struggling.

As with all groups, there will be a few core people that do a good portion of the work. It's not a bad thing, it provides

consistency to the group when a few champions keep interest up and continue communications. There will be an ebb and flow to the group and I've seen our group have 20-30 regulars, and as many as 80 people attend a session.

Be patient. Don't be discouraged or frustrated by what seems to be a lack of participation. Increasingly, people are experiencing higher demands on their time. Planning well in advance of meetings will be necessary to encourage attendance at group meetings.

A central repository for contact information is almost a necessity. People and positions change frequently and a simple mailing list, while effective, gets dated quickly.

We like to think our organizations are unique; they're not. If you have a problem that you've never seen before, I can assure you someone else has. Don't be afraid to reach out to the group for assistance. If you don't have a group yet, reach out to Asset Management BC or even me, I'll do my best to put you in touch with someone working on the issue.

Rightly, or wrongly, organizations are still hiring positions with an outdated title like "Asset Manager", but that is a topic for another time. When you are building your group, don't forget to look outside the job title for people that are interested. People in every department (Finance, Operations, Planning, etc.) are "doing asset management" and the job title is unimportant.

CONCLUSION

To complete the process, I considered adding another step: **STEP 3 – COMPLETION**. However, as with all asset management, it doesn't fit into the process. We can never say we are finished our asset management program and having an active, healthy discussion group is no different. They are both undertakings that require time, effort, and constant monitoring and correction, otherwise they will collapse.

What's in a WORD: 'Evidence Informed'

*'Opinion' by: Wally Wells P. Eng.
Executive Director Asset Management BC*

One of our biggest barriers in asset management is communications. We are using words and language which, for long periods of time, have meant one thing, yet we are using the same words in a different context and expecting different results and of course, not getting them. In this column, I previously explored the word "PLAN" in the context of presenting an Asset Management 'Plan' to our Councils and expecting a different result when we have

trained Councils to understand that when they get a 'Plan' they have choices, but with an Asset Management 'Plan' it is substantially different because there are consequences for inaction on an Asset Management 'Plan'. Water Sustainability BC republished this article with tremendous positive response. It was suggested we remind you of that dialogue by republishing the article on 'Plan'. It follows our current article on 'Evidence Informed'.

Evidence Informed

Recently, reading a newspaper article about a research project, I came across the term "EVIDENCE INFORMED." We have often heard the term "EVIDENCE BASED." I wanted to investigate this other term. 'Evidence informed' is what our Medical Officers' of Health have given us for the last two years. The weekly or monthly updates given publicly during covid are based on evidence to date, based on science, but were often tempered by other factors. These two terms are extensively used in the medical community. The difference of 'evidence based' vs 'evidence informed' is that '**evidence based**' is scientifically based whereas '**evidence informed**' allows a broader range of factors to be considered. We have heard at our Councils and Boards and the public say, "you changed your mind from your last presentation." It seems 'evidence informed' allows and justifies amendments where-as 'evidence based' does not.

Relating this to presentations and dialogue for decision making in and from the asset management process, that flexibility to include, financial, social, political, or other relevant information along with the hard technical information in a presentation and discussion is exactly where we are and need to be in asset management. We should not realistically be criticized for changing our mind over time. It does provide for good and evolving dialogue.

Rightfully or wrongfully, I equate 'Evidence Based' like a book with two covers on it with a start point and an end point, a front cover, and a back cover. Alternatively, I equate 'Evidence Informed' like a book without the ending yet written. It has a front cover and several chapters, but chapters are still being added. As the asset management process is dynamic, the book may never be finished and there is no back cover.

The term 'evidence informed' appears to be the more appropriate term to define our communications of asset management and the process. This needs more definition and attention. Stay tuned for Part two in the September newsletter.

Want to weigh in on the dialogue? Please do. Send you comments to Wally Wells at: info@assetmanagementbc.ca

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What's in a WORD: 'Plan'

*'Opinion' by: Wally Wells P. Eng.
Executive Director Asset Management BC*

This column addresses our language of asset management and the use of terms. Do we use them correctly or are we creating a new language and meaning when it is not necessary? Is this part of our communications problem? I think so. Based on dialogue with many, this article reflects the writer's opinion of what we see and hear.

"Asset Management", itself, is an awkward term. We have managed assets for decades and understand what that is and what we are doing. Suddenly we took two very simple words, reversed them, and went from managing assets to asset management. The result? We confused everyone.

Too much attention is given to only the Asset Management Plan as opposed to all elements of the process. Even then, should we be calling the outcome the 'Asset Management Plan'? It is likely too late to change our words, but we do need to be careful in how we communicate what we do and what the expectations are for positive results.

A Plan usually talks about things in the future with choices on both potential services, assets to provide the service, costs and timing premised often on growth assumptions. These are usually called Master Plans and are related to specific services or asset classes. For decades, we have trained our elected officials to understand the decision process and flexibility available for them when presented with a Master Plan. In a 'futures' document, based on existing inventory and services premised on growth and growth strategies of what MIGHT be needed, the Master Plan defines and documents the options and cost to do so and when the service/ assets will be required to be operational. Councils have choices of doing or not doing the recommended activities based on growth and service needs. There is often few consequences and little risk in doing or not doing the suggested activities outside of accommodating growth.

The same flexibility, risk and consequences of a decision are not the same with the Asset Management Plan. The plan, other than based on "futures", is based on existing services and service levels. So why call it a plan? The AM plan addresses life cycle assets related to the service they provide and the basis for capital replacement and/or upgrade over time, a very different set of circumstances. The risk and consequences of not taking action are substantially higher and more consequential than the Master Plans referenced above

An AM plan is not the same as a master plan. There are two parts to an AM Plan. The first part is the inventory, condition assessment and estimated life of assets translated into the cost both in dollars and time to renew, upgrade or decommission. At this point it does not deal with resources available and the ability to pay. It just deals with what is needed to continue to provide EXISTING services at existing level. The second part of the 'plan' is not a plan but a strategy document. Instead of choices, it really, at least implicitly, deals with the risk and consequences to the community of doing or not doing things.

For decades we have trained our elected officials how to think and what to do with a plan. But now, with the Asset Management Plan, we want them to do something completely different. No wonder they are confused. The decision from the AM plan and strategy are tested against service with risk and consequences.

Our approach to communicating with Council what to do with the plan and recommendation is extremely important as we are really retraining them. Keep this in mind when you present your "PLAN" to Council.

Life Cycle of Assets – Do you have an Opinion?

Christopher Paine, Chief Financial Officer of the District of Oak Bay, raised the issue of available information related to the life cycle of various assets and asset classes.

Clearly financial projections are based on what we choose to use as the life of an asset and its remaining life. There are varying approaches to this. Some assets have reasonably well-defined lifespans (i.e., many building components), some by legislation such as equipment handling hazardous materials (such as ammonia or chlorine), and other assets (especially underground and those exposed to weather), that will vary significantly for lifespan by location based on local conditions and the level of maintenance, even when they are of the same material.

With AMBC, Christopher is prepared to take the lead role on a survey, but **we would like some help** with the questions and information requests. We know there is not one answer, but likely ranges based on known factors.

Have you an interest and knowledge in helping draft a short survey with the right questions? We would like a few people with knowledge in different asset classes, including facilities, in either the public or private sector to ensure we draft meaningful questions and ask for the right information.

We propose to do this work over the next several weeks. AMBC will use our network to poll other Communities of Practice and Associations and contacts across Canada to see who may have done similar work.

Want to help? Do you have some thought on making this work of best value to us? E-mail Wally Wells at AMBC at wwells@live.ca

How much should local governments spend each year to reduce the Riparian Deficit?

By Kim Stephens and Tim Pringle, Partnership for Water Sustainability in BC. Kim is the Executive Director and Tim Pringle is a Founding Director and Chair, Ecological Accounting Process (EAP) initiative.

If we know how to do a much better job of protecting ecological features and stream systems in our communities and on our landscape, then why aren't we doing a better job? Why are streams still degrading? Why do we still see practices that exacerbate the situation? Why is understanding lacking? How do we change that?

Sustainable Drainage Service Delivery

In BC, local governments need to include stream systems in strategies, plans and budgets for Asset Management. The community uses these natural assets for municipal drainage, habitat, features in parks and enhancement of properties. Maintenance and management (M&M) concerns and issues arise around stream systems.

A challenge for local governments is, how to move from stopgap fixes to long-term solutions for effective M&M of streams?

EAP, the Ecological Accounting Process, is a pillar for a pragmatic approach. With its focus on the Drainage Service, the **Riparian Deficit** is the number local governments need. It is the environmental equivalent of the **Infrastructure Funding Gap**.

EAP uses real numbers for financial valuation: In June 2022, the Partnership for Water Sustainability released the 4th in the Beyond the Guidebook Series. Titled *Synthesis Report on EAP, the Ecological Accounting Process, a BC Strategy for Community Investment in Stream Systems*, it showcases collaboration in action.

EAP methodology and metrics allow local governments to make a convincing financial case for annual investment in stream systems to reduce the Riparian Deficit

The essence of EAP is to discover the **Natural Commons Asset (NCA)** financial value of the stream. Defined in the *Riparian Area Protection Regulation Act*, the NCA is the stream channel plus the 30m setback zone on each side.

The NCA financial value can be readily quantified and is expressed as **\$ per km of stream**. The annual budget for maintenance and management (M&M) of a stream is **1% of the NCA value**. The concept of the **Riparian Deficit** interprets what the NCA number means.

The graphic below distills five key ideas that underpin EAP. These cascading concepts create a mind-map.



WHAT is the Issue?

When one thinks about asset management, it is often in the context of municipal infrastructure and how this provides the “water service” or the “sanitary sewer service”, and so on. The Drainage Service is the neglected service, and the cost of neglect grows over time.

Why is this? There are several reasons. First, there is the failure to recognize that constructed infrastructure and the stream system are interconnected. Secondly, the science behind stream system integrity is not well understood by practitioners nor is it applied effectively.

So, what is the consequence of neglect? The **Riparian Deficit** grows as streams continue to degrade! This is a water balance issue.



Recognize there is an elephant in the room: In the 1990s, seminal research at the University of Washington on the science of land use changes produced a road map for protection of stream system integrity.

For the past generation of practice, then, communities and practitioners should have known what they ought to be doing. And some have made progress. But, in the big picture, the last two decades have been characterized by an inability to act on the science. The consequence is a growing Riparian Deficit which is an unfunded liability.

Land use realities (master drainage planning, integrated stormwater planning, development pressures, etc.) push local government to pay lip-service to the role of the streamside protection zone. There is scant understanding of a stream system context, the value of water balance pathways, the condition of native vegetation and woodlands cover, and the need for restoration.

Why aren't these factors considered and given equal weight to engineering considerations?



An elephant in the room is the hollowing out of government capacity at all levels and the reliance on outside service providers. The question is, how does one create a situation where the environmental perspective is on an equal footing with the engineering and accounting perspectives?

Only then can there be a balanced and productive conversation about annual budgets for maintenance and management (M&M) of assets, whether those are

constructed assets or the natural component of the Drainage Service.

The growing cost due to neglect of the Drainage Service, combined with the urgency of the drainage liability issue, is the driver for linking municipal infrastructure asset management and stream health as "cause-and-effect".

SO WHAT can be done?

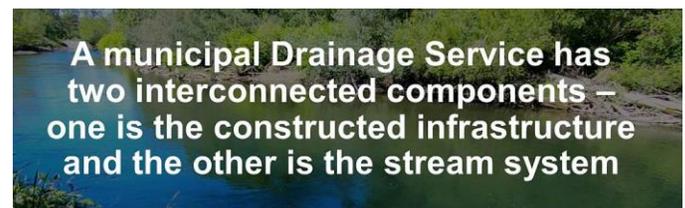
The "EAP story" is about a journey, one that began circa 1990 for pioneers working on parallel stream protection and restoration initiatives in British Columbia and Washington State. Three decades later, these parallel tracks have converged in the form of EAP.

It has been a building blocks process requiring commitment, patience, and perseverance by many.

Following publication of *Beyond the Guidebook 2015*, the Partnership embarked on a 6-year program of applied research to evolve and operationalize the EAP methodology and metrics through collaboration with willing local governments. The program involved 9 case studies and 13 local governments and yielded 19 "big ideas" which became foundational concepts.

The EAP methodology defines what a stream is, finds the value of the stream using impartial BC Assessment data, and adds to that a riparian assessment that looks at the 30m zone and a further 200m upland area to evaluate the water balance condition and what is happening to water pathways.

Because local governments need real numbers to deliver outcomes, we landed on the concept of the Riparian Deficit. This expresses three measures of value in a single number. The three are the financial value of the stream corridor as the **Natural Commons Asset (NCA)**, the social and ecological values, and the order of financial magnitude. The NCA financial value is **\$ per km of stream**; and the annual M&M budget is **1% of the NCA value**.



Overcome barriers and challenges: Having arrived at the EAP destination, the Riparian Deficit, the Partnership is able to reflect on the two issues which provided context for the journey: first, engineering measures are insufficient for stream and riparian protection; and secondly, the link to municipal asset management has not been clear.

To reach the destination, the Partnership had to address and show how to overcome four challenges: one, a lack of measurable metrics; two, confusion over **what is an asset versus a service**; three, ignorance about how to quantify the financial value of “natural assets” with real numbers; and four, numerous “one-off” projects that fail to build improved asset management practice.

Unless communities measure the effect of impacts, destabilization of stream channels and degradation of riparian assets and streamside protection areas will continue.



NOW WHAT can we do?

EAP is a foundation piece for *Asset Management for Sustainable Drainage Service Delivery*. EAP is outcome oriented – restore and protect stream system integrity.

EAP is remarkable in its simplicity and is pragmatic. Start with an understanding of the parcel because that is how communities regulate and plan land use. It is the parcel level where you get the information that you need to change practice to protect natural assets. That is what everyone must get their heads around.

To build interdepartmental consensus about the need for shared commitment and sustained action, there must be a real number to focus attention on what is at stake. The Riparian Deficit is that metric. It enables local government to pose and answer the question:

What will change when EAP analyses provide financial values for natural assets such as streams?

With the perspective of hindsight, each local government participating in the 6-year program of applied research took a leap of faith that EAP would fit into their strategic directions. Now, with EAP as a foundation piece, these partners in the process have a rationale and a metric to take steps to do business differently.

A decade ago, the Partnership was hopeful that all players would embrace shared responsibility and communities would move from stopgap fixes to long-term restoration of properly functioning streams.

We are not there yet, in large part because of the hollowing out of government capacity at all levels and the reliance on outside service providers.

Re-build internal capacity: In view of the myriad of realities currently facing all organizations, the task of rebuilding local government understanding and capacity to protect stream system integrity will take time, energy,

and long-term commitment. The asset management task is two-fold in scope.

One, influence current practitioners to adopt EAP into asset management strategies. Two, train the next generation of land use, GIS, and drainage professionals in the use of EAP. This starts in university.

With completion of the current program to mainstream EAP through case studies, the Partnership has set a process in motion to embed EAP in a university setting to support the work of local government practitioners.

Train new leaders and embed knowledge in-house: “We believe that incorporating students from Vancouver Island University and other universities will support understanding and experience within municipal governments on the importance of EAP, and simply understanding EAP. Fortunately, most of VIU’s Master of Community Planning, and Master GIS students find themselves working within municipal governments,” states Graham Sakaki.

He is the Regional Research Institute Manager for the Mount Arrowsmith Biosphere Region Research Institute (MABRRI) at Vancouver Island University.

Beyond the Guidebook Series

- › *Stormwater Planning: A Guidebook for British Columbia*, released in 2002, is the foundation document for the Beyond the Guidebook Series of guidance documents. The titles themselves tell a story about the partnership journey in building on the Guidebook through case studies that showcase and celebrate good work, and advance implementation of science-informed approaches.
- › *Context for Rainwater Management and Green Infrastructure in British Columbia* (2007)
- › *Implementing a New Culture for Urban Watershed Protection and Restoration in British Columbia* (2010)
- › *Moving Towards “Sustainable Watershed Systems, through Asset Management* (2015).
- › *Synthesis Report on the Ecological Accounting Process, a B.C. Strategy for Community Investment in Stream Systems* (2022). The EAP Synthesis Report is written for land use practitioners, asset managers, stream stewards, and local government decision-makers.

DOWNLOAD A COPY: https://waterbucket.ca/gi/wp-content/uploads/sites/4/2022/06/EAP-Synthesis-Report-Beyond-the-Guidebook-2022_Jun-2022.pdf

Tips and Tactics: Determining Asset Lifespans

*Bernadette O'Connor, PMP, IAM Dip, CAMA, NZCE(Civil),
Asset Management Specialist, WSP*



The lifespan you select to use for an asset in your asset management analysis and forward planning **does not have to be the same** as the lifespan used by Finance for PSAB 3150 reporting on tangible capital assets (TCA) and calculating amortization values. At least not yet anyway. In the future I hope that organizations come to realize the

importance of determining and maintaining accurate lifespans at the individual asset level and using summary reports from accurate up-to-date asset inventories to inform the TCA reporting process. For now, if your organization prefers to maintain a separate TCA inventory independent of the working inventory used for asset management planning, this is an allowable option.

However, the working asset inventory used for asset management planning and forecast of capital renewals, should allow for accurate, asset-level, lifespans. I will explain what this means in more detail shortly, but first a brief description of the issue.

Current Issue

Many organizations are still using generic estimates of asset lifespans in their forecasts for asset replacements. Some asset management software programs do not allow more than one lifespan to be recorded, and some do not allow lifespans to be edited for individual assets but rather, they require all assets of a group to have the same lifespan.

When organizations are just getting started in asset management, putting effort into more accurate lifespans is a lower priority than many other data gaps. However, it is easy to lose sight of the impact lifespan values have on forecasts and investment decision-making. I know of many organizations that years after they have set up their asset inventory are still using the same lifespan values they started with. I also know of organizations using lifespan values that do not align with the factual age of their assets. And I know of organizations that still have grouped assets listed in their inventory as one asset with one lifespan when the group contains several assets (components) that have significantly different lifespans (such as lift stations). Or they use one lifespan for all assets of the same type regardless of material (i.e., pipes of different materials).

Tips for Determining Asset Lifespan

There are a few easy steps to help determine if current lifespans are reasonably accurate for your assets.

- **Check the factual age of your assets.** While this will not be relevant for community's with relatively young assets, it is for others with older assets. Do a reality check. For example, if your sewer pumps are 35 years old and still in working order, then clearly a lifespan of 25 years (which is commonly applied to pumps) is not accurate for these assets. Similarly, if the roof is 50 years old and the current condition indicates it has 10 years life remaining then its lifespan should be around 60 years.
- **Check the condition data for your assets.** Compare the condition of your assets to their age. You can plot age versus condition to begin building up deterioration curves for different asset types. This will allow you (over time) to predict asset lifespan, condition, and remaining life more accurately.
- **Obtain remaining life estimates.** Whenever you engage a specialist to do condition inspections (e.g., inspections of buildings or bridges), require an estimate of remaining life for key assets, in addition to the usual requirement for condition rating. Add the remaining life estimate to the asset age to determine a condition-based estimate of lifespan.
- **Talk with operators and service contractors.** Ask service providers and operations staff who do the maintenance and servicing of assets, for their experience regarding lifespan.

Using Lifespan Values

Lifespan values are used to forecast the replacement year for each asset (and the financial cash flow required for capital renewals). However, remember that physical deterioration is not the only means of asset failure. An asset can fail early based on capacity or performance. That said, the most common failure is physical condition. If lifespan values based on physical condition are recorded, adjustment can be made for early failure due to another criteria when this becomes known.

Even assets of the same type and material can have different lifespans due to in-service conditions (e.g., steel light poles close to the ocean, or pumps with high daily run hours, or roads with high percent heavy vehicles). Ideally your inventory should allow for adjustment of lifespan for individual assets, this will provide more accurate forecasts.

Upcoming Events

Note: COVID-19

Due to COVID-19 requirements for social distancing, many events have moved to 'virtual' platforms. Check Association websites to confirm details.



Union of British Columbia Municipalities (UBCM)

September 12 - 16, 2022
Annual Conference and Trade Show
Whistler Convention Centre
Whistler BC
ubcm.ca

Asset Management BC (AMBC)

On-line workshop
September 22, 2022 - Human Capital
assetmanagementbc.ca Error! Hyperlink reference not valid.

Public Works Association of BC BC Municipal Safety Association

October 4 - 5, 2022
4th Annual Joint Conference and Trade Show
Sheraton Wall Centre, Vancouver BC
pwabc.ca

Asset Management BC

November 2-3, 2022
Annual Asset Management Conference
Theme: People, Places and Purpose
Westin Wall Centre Hotel – Vancouver Airport,
Richmond BC
assetmanagementbc.ca

Canadian Network of Asset Managers (CNAM)

May 2023
Annual conference and Trade (in-person and on-line)
Fredericton, NB
cnam.ca

Federation of Canadian Municipalities (FCM)

February 2023
Sustainable Communities Conference
Ottawa, ON
fcm.ca

Federation of Canadian Municipalities (FCM)

May 25 – 28, 2023
Annual Conference and Trade Show
Toronto, ON
fcm.ca

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