



MOUNTAINS OF OPPORTUNITY

CRANBROOK

Cultural Evolution of Asset Management in Cranbrook

*An all-inclusive
voyage!*





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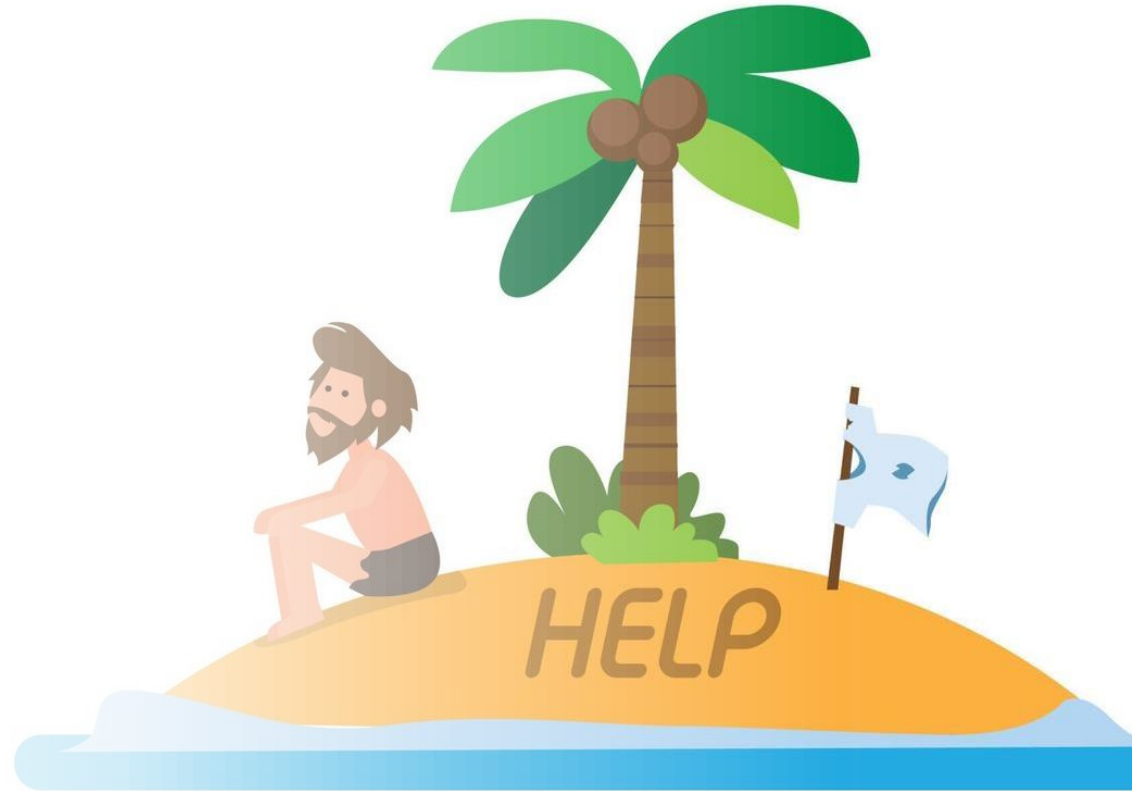
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Are you
stranded on the
Asset
Management
Island?

Are you alone?

Are you stranded with a team?


Are you asking for help?



—
**Are you happy
and content on
the Asset
Management
Island?**




*It is YOUR island!
You make the RULES!
It's your KINGDOM!*






How did the Island **benefit** Asset Management in the City of Cranbrook?




Work happened quickly!


-  No policies or politics getting in the way
-  No need for consensus in the organization
-  Core infrastructure assets got the attention (*and funding*) they needed!



How did the Island **limit** Asset Management in the City of Cranbrook?




Benefits were isolated!


-  Asset Management engagement and buy in was limited
-  Other departments and assets weren't benefiting
-  Inconsistency in the organization impacts everyone



How do we get off the Island?




Team Buy In (The Crew)

-  Every department needs to know how Asset Management will make their job easier
-  A Steering Committee or Group needs to be formed for consensus decision making
-  This team needs to set aside their own interests for the good of the organization



How do we get off the Island?

Policy and Structure (The Ship)

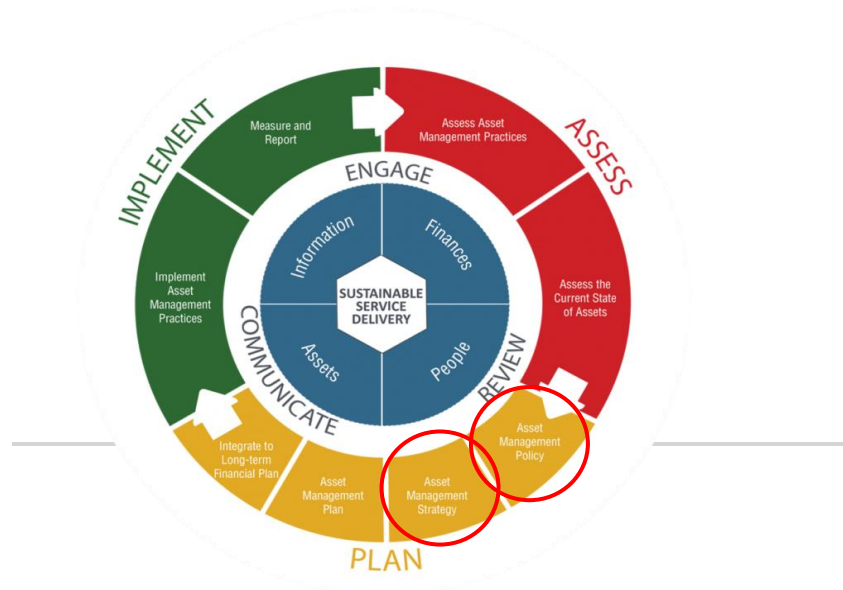
-  Asset Management Policy in Place
-  Steering Committee Created
-  Asset Management Strategy Created



Examples of Success!

-  **Asset Management Policy**
-  **Asset Management Strategy**
-  **Steering Committee**
-  **Project Lifecycle Improvements:**
 - staff engagement and procurement

Policy and Procedure Update



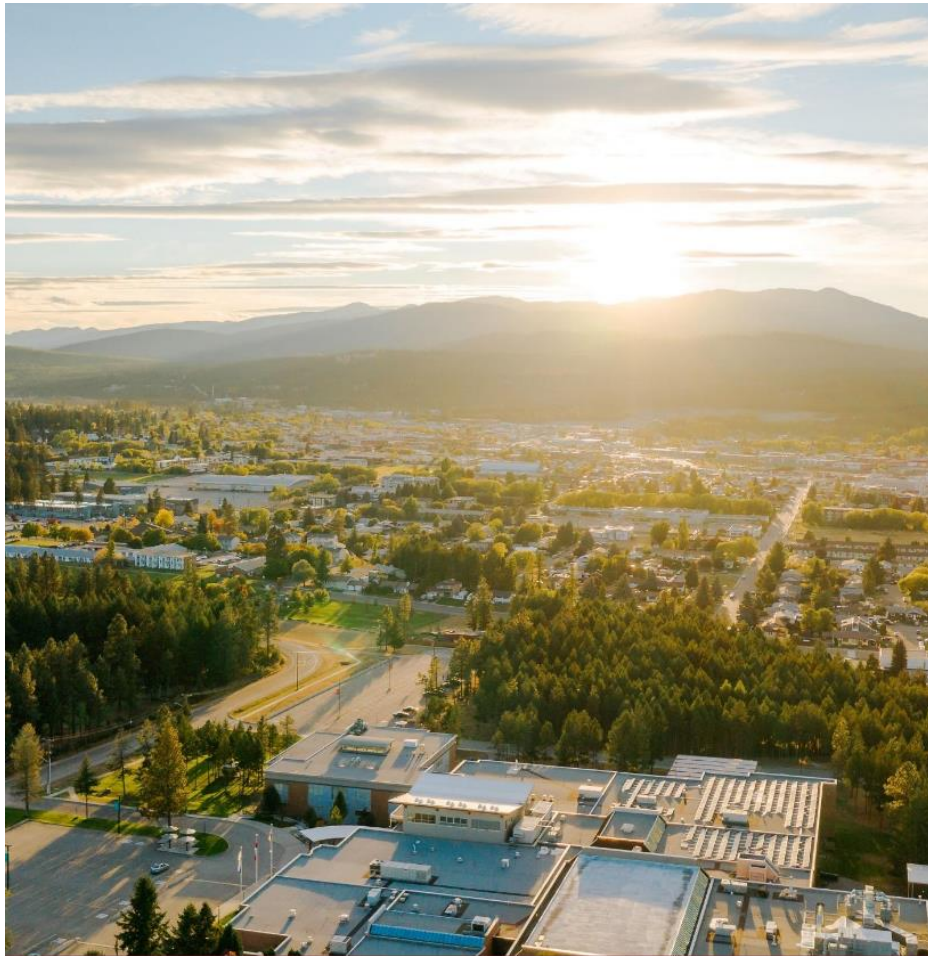
Key Changes to AM Policy & Procedure:

- evaluation of the **full lifecycle cost** when considering any new or donated assets
- developing long-term financial plans that include Life Cycle Management and **identify and adequately plan for required levels of operations, maintenance, replacements and disposal** associated with new and existing assets
- incorporating the **use of natural assets in asset management plans** to address climate change adaptation and mitigation
- consideration of **socio-cultural, environmental and economic factors and implications** when making and implementing asset management decisions



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2024 – 2029
ASSET MANAGEMENT STRATEGY

Resources:

- Asset Management Ontario – Best Practices & Strategy Examples
- AM Strategies from District of Saanich, District of Summerland, City of Prince George, City of New Westminster, & City of Hamilton
- NAMSCanada – Condition, Function & Capacity ratings





Asset Management Strategy: Creation

Governance
Structure &
Responsibilities

Staff
Competency

Strategic Plan &
Policy Alignment

Asset Data &
Information
(Current state)

Asset
Information
Systems

Asset
Hierarchies &
Registers

Condition & Risk
Assessment
Guidelines

Continuous
Improvement



Asset Management Strategy: Implementation

		Key Actions																			
		FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY		
Assets	Establish and document Asset Hierarchies					★														★	
	Identify data gaps & develop templates							★							★						★
	Complete inspections to obtain complete and accurate data	ONGOING (establish priorities with AM Steering Committee)																			
	Review available historical data to obtain complete and accurate data	ONGOING (establish priorities with AM Steering Committee)																			
	Review workorders and break down O&M to a lower asset level	ONGOING																			
Information	New assets have established asset registers and as-built information														★						★
	Asset Management Policy/Procedure is adopted by Council				★																
	Asset Management Strategy is supported by Senior Management Team & Council				★																
	Procurement Policy/Procedure is reviewed, updated and approved by Council															★					
	Sale of City Assets Policy/Procedure is reviewed, updated and approved by Council																			★	
	Tangible Capital Asset Policy/Procedure is reviewed, updated and approved by Council																			★	
	Levels of Service are established and/or reviewed and updated						★														
	Estimated remaining life is updated with condition and risk assessments																				
	Design & construction of new assets consider climate change impacts	INTEGRATION AS NEW DESIGNS & NEW CONSTRUCTION ARE COMPLETED																			
	Risk assessments to existing infrastructure is conducted and includes impacts from climate change	INTEGRATION AS INSPECTIONS & RISK ASSESSMENTS ARE COMPLETED																			
People	Agreements for community groups and commercial businesses that rent City spaces are updated to include asset management responsibilities and requirements	INTEGRATION AS AGREEMENTS EXPIRE & ARE RENEWED. ALL NEW AGREEMENTS TO INCLUDE THESE REQUIREMENTS IN 2024																			
	Training plan is developed for O&M staff for basic AM awareness and CityWorks																				
	Training plan is developed for staff for basic AM awareness																				
	Staff & Council aware of AM priorities and future risks related to sustainable service delivery																				
	Public is made aware of AM priorities and issues related to sustainable service delivery																				
	Asset Management Steering Group effectively bridges silos	ONGOING																			
	Feedback loops between departments are established and used for the different lifecycle stages	ONGOING AND CONTINUOUSLY REVIEW DURING PROJECTS																			
Asset management responsibilities are clearly established and staff understand their responsibilities related to asset management and sustainable service delivery	ONGOING AS ASSET MANAGEMENT PROGRAM IS IMPLEMENTED																				

Functions

- 🎯 Policy Development: Review and update Asset Management Policies
- 🎯 Performance Monitoring: Monitor the performance of asset management processes and make recommendations for improvements
- 🎯 Resource Allocation: Oversee the allocation of resources for asset management activities
- 🎯 Risk Management: Identify and mitigate risks associated with asset management.



Asset Management Steering Committee

Benefits

Asset Management Steering Committee

- 🌐 A Collaborative and Team Centered Approach
- 🌐 A Working Group for Critical Issues
- 🌐 A Collective Voice to Council

Asset Management Steering Committee Terms of Reference

Purpose
The Asset Management Steering Committee (AMSC) is a cross-functional committee that oversees and supports the City's Asset Management program. The AMSC is responsible for providing strategic oversight, direction and guidance on asset management practices at the City. The AMSC is also responsible for overseeing the development and implementation of asset and risk management planning, and monitoring and reporting corporate wide progress of asset management.

Objectives
Policy Development: Review and update Asset Management Policies, as required.
Performance Monitoring: Monitor the performance of asset management processes and make recommendations for improvements.
Resource Allocation: Oversee the allocation of resources for asset management activities.
Risk Management: Identify and mitigate risks associated with asset management.

AMSC Membership
AMSC consists of the following members:

• Chief Administrative Officer	• Director of Finance
• Director of Engineering & Development Services (Co-chair)	• Director of Human Resources
• Director of Fire & Emergency Services	• Director of Public Works
• Director of Recreation & Culture	• Information Systems Manager
• Project Manager (Co-chair)	• Manager of Roads & Infrastructure

Role of AMSC Members
It is intended that AMSC leverage the experiences, expertise and insight of key individuals committed to professional project management. AMSC members are not necessarily directly responsible for managing project activities but provide support and guidance for those who do. Thus, individually, AMSC members should:

- Understand the strategic implications and outcomes of initiatives being pursued through project and asset management outputs.
- Appreciate the significance of asset management for some or all major stakeholders and represent their interests.
- Be actively involved and genuinely interested in asset management initiatives and be an advocate for broad support for the outcomes being pursued in asset management.
- Have a broad understanding of asset management issues and approaches being adopted

In practice, this means AMSC members will:

- Review the status of implementing the Asset Management Strategy
- Ensure the program's outputs meet the requirements of the City and key stakeholders
- Help balance conflicting priorities and resources
- Provide advice to Council



Asset Management Steering Committee (AMSC)

APRIL 09, 2024 - AGENDA

STANDING ITEMS

1. REVIEW OF PREVIOUS MEETING MINUTES AND ACTION ITEMS
2. REVIEW, ADDITIONS, AND APPROVAL OF AGENDA
3. ASSET MANAGEMENT STRATEGY CHECK IN

OLD BUSINESS

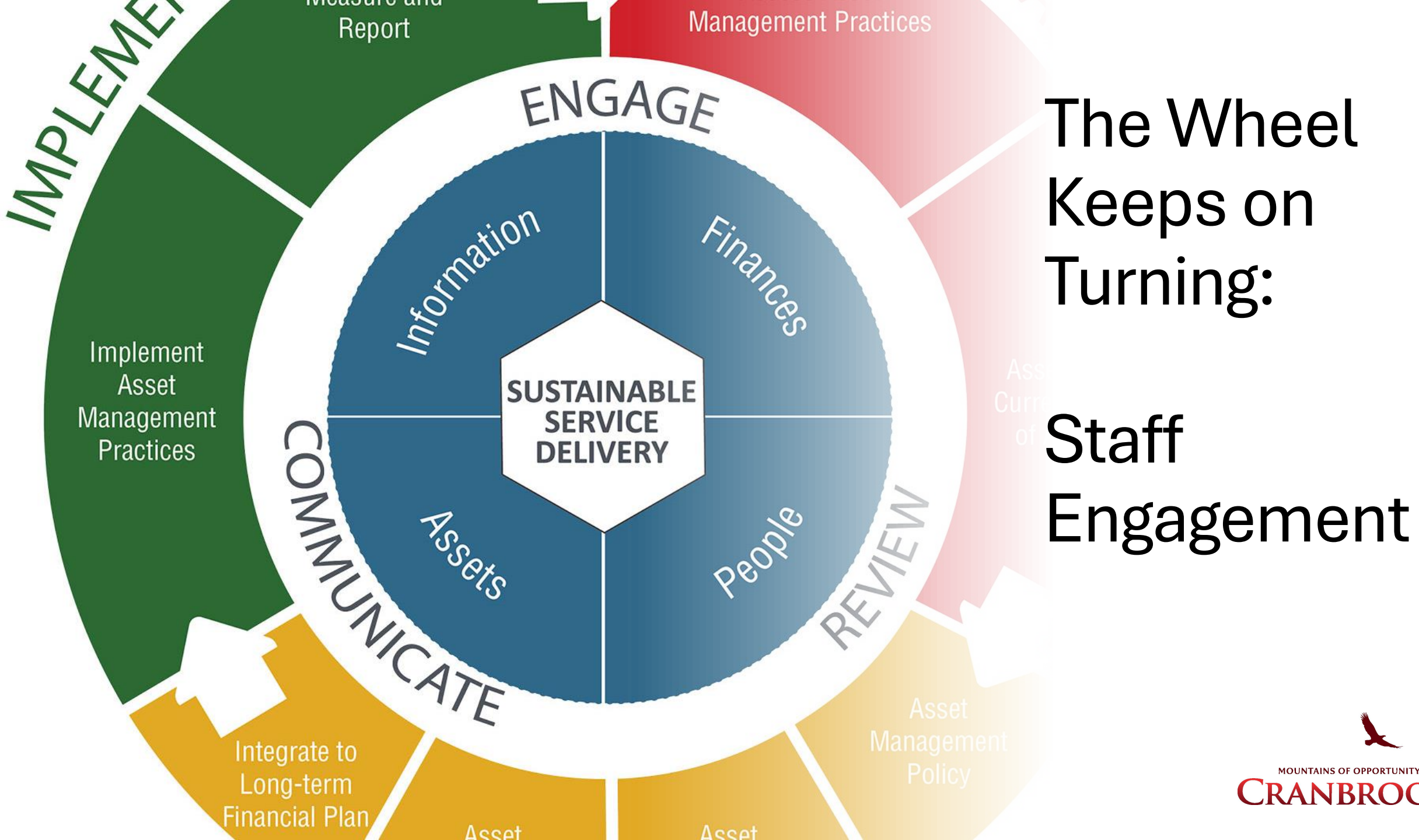
1. ASSET MANAGEMENT TRAINING
 - A. CNAM AM101: ASSET MANAGEMENT AWARENESS TRAINING (ONLINE)
 - B. CNAM AM102: CORE ELEMENTS OF ASSET MANAGEMENT (ONLINE)
 - C. CNAM IMPLEMENTING THE AM COMPETENCY FRAMEWORK (ONLINE)
 - D. CNAM PROFESSIONAL CERTIFICATE IN ASSET MANAGEMENT PLANNING (ONLINE)
 - E. LEVELS OF SERVICE WITH KWL (FOLLOW UP STILL REQUIRED)
- 2.

NEW BUSINESS

1. ASSET MANAGEMENT STRATEGY PRESENTATION
2. ASSET MANAGEMENT BC UPDATE
 - A. NEWSLETTER AND CONFERENCE REQUESTS FOR INPUT
 - B. REGIONAL COMMUNITY OF PRACTICE
- 3.

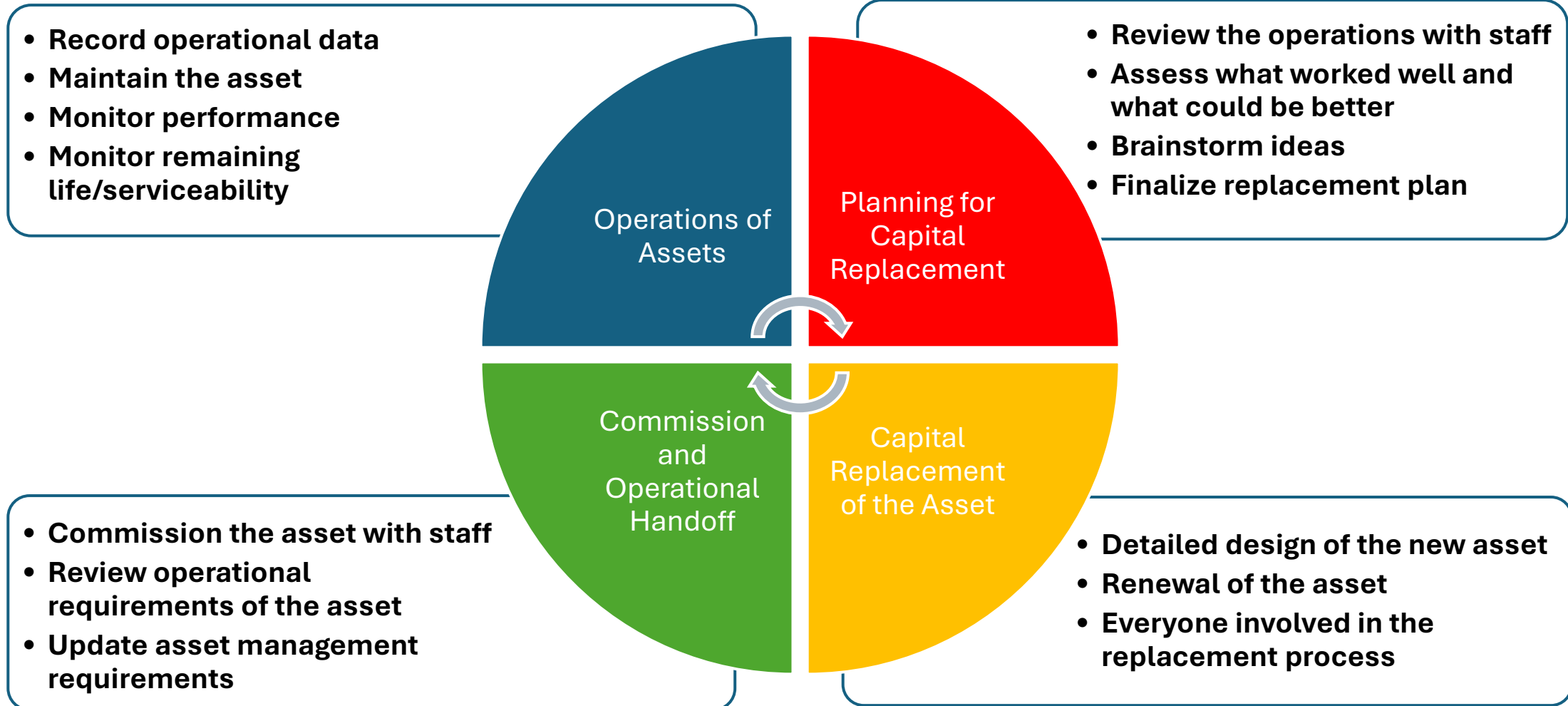
ROUNDTABLE

NEXT MEETING DATE – MAY 14TH, 2024 AT COUNCIL CHAMBERS: IPO PRESENTATION



The Wheel Keeps on Turning: Staff Engagement

When do we Engage Staff?



Procurement that Supports Strong Asset Management Principles

Value Based Procurement

RFP (Request for Proposals)

Collaborative Methods

- IPD (Integrated project Delivery)

Service Agreements

and Others





Navigating to our desired destination

next steps

Constant Asset Management Engagement with Council

- 🎯 They have very difficult decisions to make – they need your help!
- 🎯 Facts over Feelings
- 🎯 They can be your greatest ally



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Public Engagement & Education on Asset Management

—

Navigating to our desired destination

next steps

- 🎯 Levels of service feedback
- 🎯 Education on the business of running a local government
- 🎯 Engagement can lead to greater support



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Navigating to our desired destination

next steps

Buy-in and Input from all Departments and Employees

-  Invest in your employees
-  Involve your employees
-  Empower your employees



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Thank-you!

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