

2024

CITY OF VICTORIA

The Death and Life of Great Asset Stewardship

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Asset Management BC Conference 2024





“We expect too much of new buildings,
and too little of ourselves.”

– Jane Jacobs

Perspectives



Rory Tooke

Corporation



Brittney Dawney

Consultant



Trina Buhler

Specialist/Coordinator



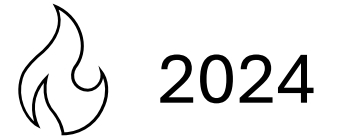
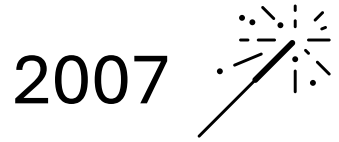
Nina Sutic-Bata

Asset Steward



The Corporation

Context



2007

FCM Report:
Danger ahead: The coming collapse of Canada’s municipal infrastructure

2011

Corporate Plan:
Develop an “asset management plan”

2013 - current

Procure & implement asset management software

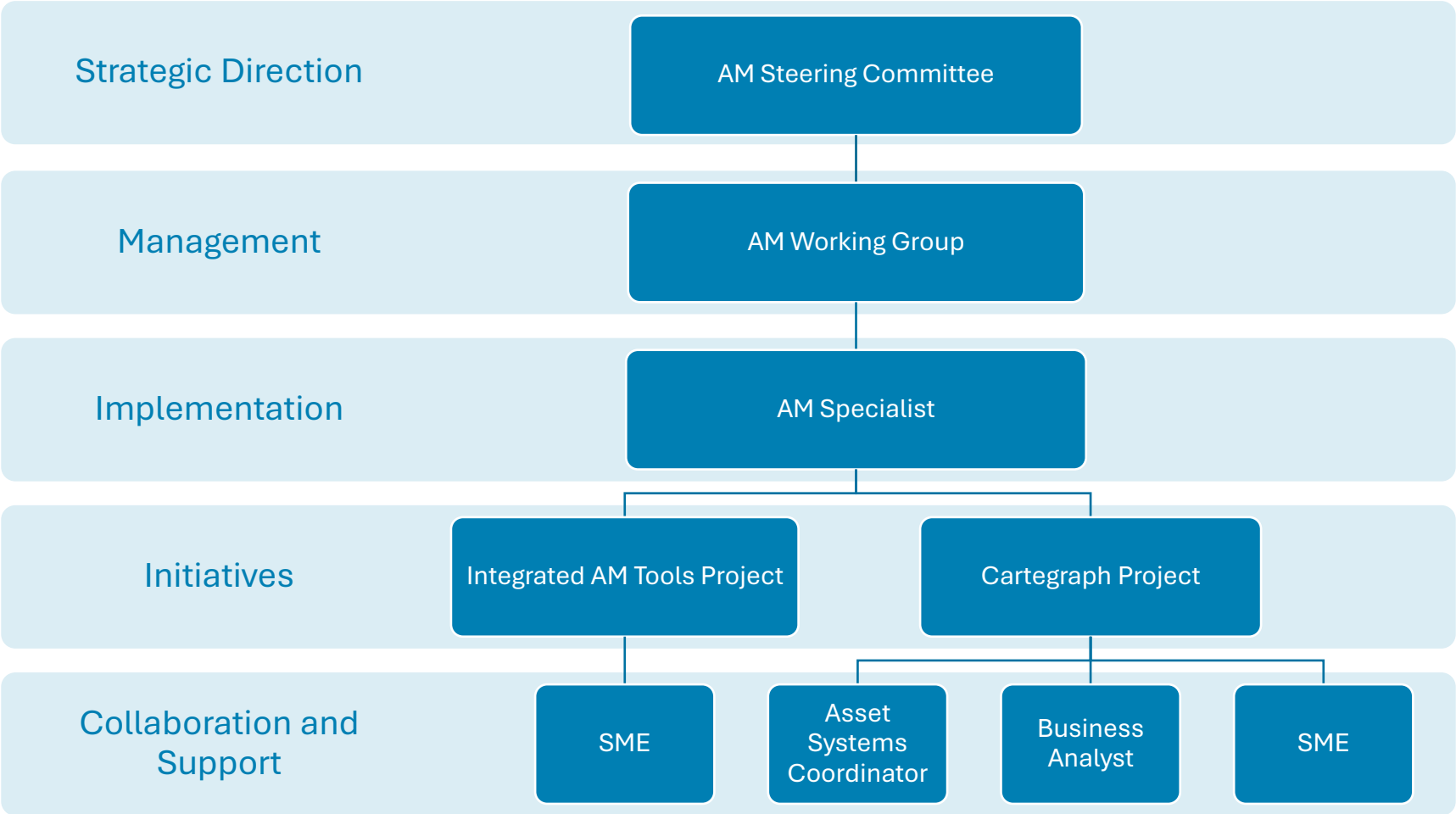
2021

Revitalize the asset management program

2024


Deliver *Corporate Asset Management Summary* to Council

Governance





The Consultant

The image features three thick slices of sourdough bread arranged horizontally across the frame. The bread has a golden-brown crust and a light-colored, porous interior with many small air pockets. The background is a light, textured surface, possibly a countertop or table. Overlaid on the bread is the text 'HOW ASSET MANAGEMENT IS A LOT LIKE MAKING SOURDOUGH BREAD' in a large, bold, black, sans-serif font. The word 'HOW' is at the top, 'ASSET MANAGEMENT' is in the middle, 'IS A LOT LIKE MAKING' is below that, and 'SOURDOUGH BREAD' is at the bottom of the main text block.

**HOW
ASSET MANAGEMENT
IS A LOT LIKE MAKING
SOURDOUGH BREAD**

(and why Victoria's Turned out So great)



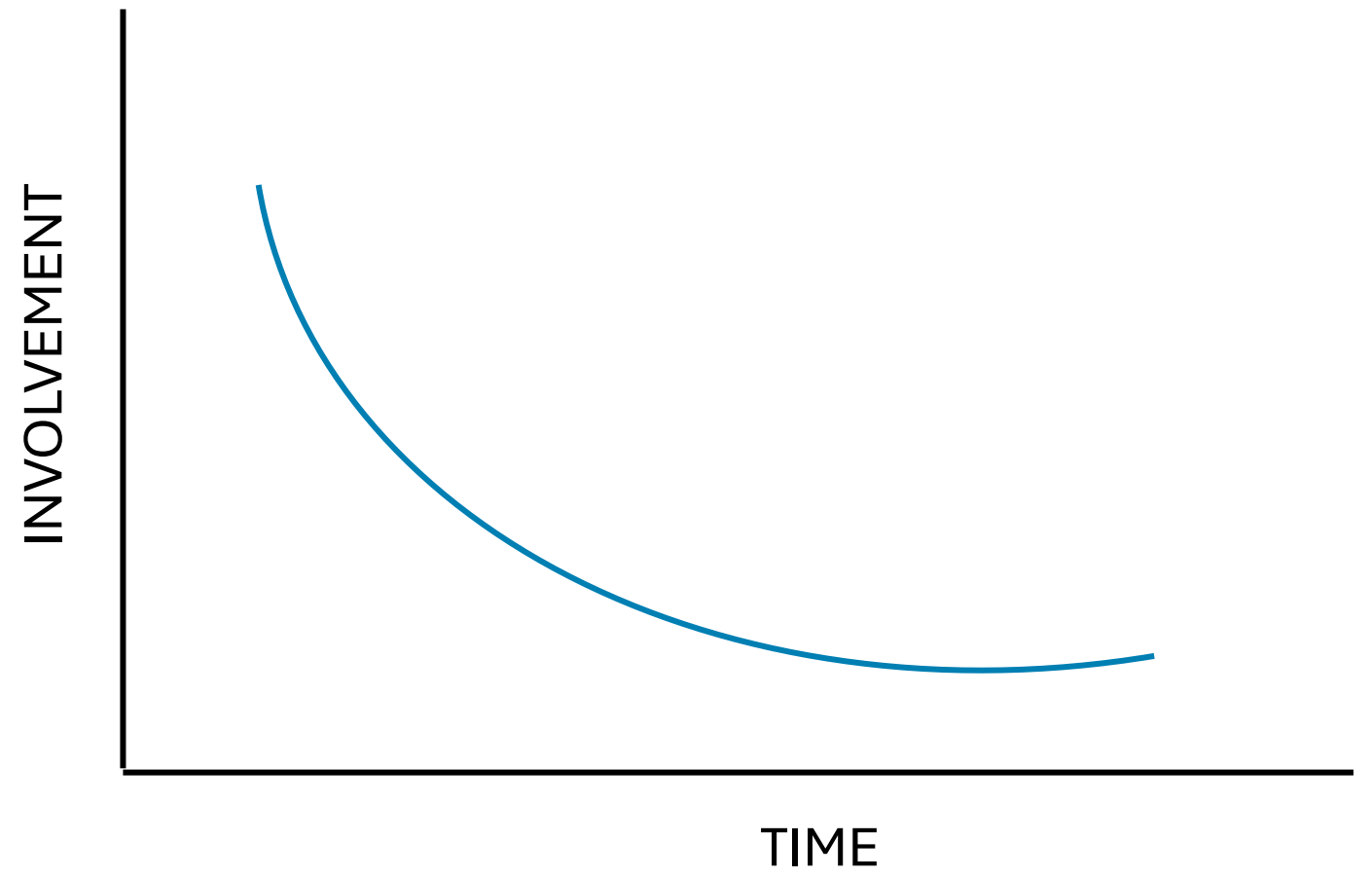
- DIFFERENT IDEAS OF WHAT IS “GOOD”
 - LOTS OF VARIABLES
(TANGIBLE & INTANGIBLE)
 - PREDICTABLE BUT NOT TOTALLY
CONTROLLABLE OUTCOMES
 - TAKES TRIAL AND ERROR
 - YOU’VE NEVER REALLY “ARRIVED”
 - SOME KEY INGREDIENTS
-



- COMPELLING 'WHY'
- CLEAR GOVERNANCE
- SEEN AS A CHANGE PROCESS
- PRIORITIZED AND RESOURCED
- REASONABLE EXPECTATIONS
- TIME
- A GOOD STARTER (CULTURE)



**LEARNING
FROM
THE PROS**





The Specialist/Coordinator

A lack of consistency and our response

During the Consultant's assessment it was determined that there existed a **lack of consistency** in our approach to asset management across the organization.

- Different asset data requirements
- Different condition and risk standards
- Different approaches to level of service

To address these issues, we developed some basic corporate frameworks:

- **Asset Data Framework**
- **Condition and Risk Frameworks**
- **Level of Service Framework**

It was also determined that for more complex assets, where the various components at one site were managed by different groups, there existed uncertainty around which group was the **asset steward** for the overall asset. This created gaps in preventative maintenance, service accountability and asset data.

To address this issue, we developed the **Asset Steward Framework** along with a review process to provide a consistent and objective approach to asset stewardship.

This process identifies the main service that the complex asset provides, and which group has the planning subject matter expertise for that main service.

Using these frameworks, we were able to develop the **Corporate Asset Management Summary**, a concise, high-level report that speaks to the state of our assets and service delivery both now and in the future. This report is provided to Council and the public in advance of financial planning deliberations.

But how did we accomplish this?

Moving through the co-creation process

Developing frameworks in-house creates **ownership** and aids in **change management**.

Framework recommendation based on assessment and concept development with in-house subject matter experts



Monthly meetings with the Asset Management Working Group



One-on-one follow up interviews with managers, planners, and assistant directors in each of our 8 asset groups



2 half-day workshops with AM Working Group to develop and pilot frameworks



As needed meetings with AM Steering Committee to review and approve frameworks



Prioritizing framework development from **simple to complex** builds asset management knowledge as we go.

Commitment to the co-creation process

March 2022 to September 2024 = 30 months



Framework recommendation based on assessment and concept development with in-house subject matter experts



Monthly meetings with the Asset Management Working Group



One-on-one follow up interviews with managers, planners, and assistant directors in each of our 8 asset groups



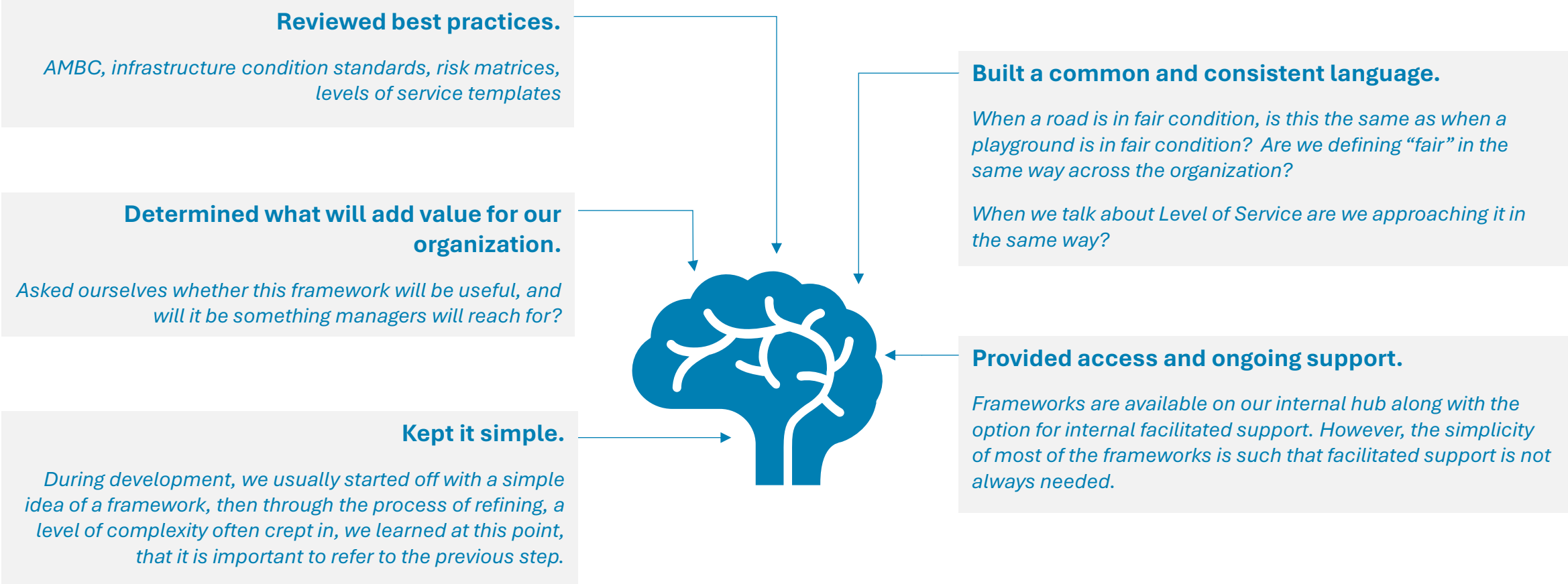
2 half-day workshops with AM Working Group to develop and pilot frameworks



As needed meetings with AM Steering Committee to review and approve frameworks



Developing our corporate knowledge





The Asset Steward

Participation in the co-creation process

The frameworks were co-created by members of the Asset Management Working Group and further refined by various City staff.

The process:

- Created insight into how other groups within our organization are managing their assets,
- Cultivated a universal language and definitions,
- Led to open and energetic dialogue, and
- Ultimately allowed us to develop the **Corporate Asset Management Summary**, a document that uses a common set of metrics to communicate the state of our infrastructure.

AM Working Group

Manager of Sustainability, Assets and Support Services
Manager of Underground Utilities Engineering
Manager of Fleet
Manager of Structures
Manager of Street Operations
Manager of Finance
Assistant Director of Facilities
Assistant Director of Parks and Open Spaces

Asset Stewards

Assistant Director of Transportation
Assistant Director of Public Works
Manager of Underground Utilities Operations
Manager of Transportation Operations
Manager of Transportation Design and Delivery
Manager of Surface Infrastructure
Manager of Parks Operations
Manager of Facilities
Manager of Facility Development

AM Steering Committee

Director of Engineering and Public Works
Assistant Director of Engineering and Public Works
Deputy City Manager and Chief Financial Officer
Deputy City Manager
Director of Facilities, Parks, and Open Spaces

Planners /Coordinators

Facilities Senior Planner
Utility Operations Coordinator
Stormwater Management Specialist
Risk Management and Insurance Specialist

AM Support

Asset Management Specialist
Asset Systems Coordinator

Corporate Asset Management Summary



The City of Victoria's 2024 **Corporate Asset Management Summary** was presented to the City's Council in late October. It offers a high-level look at the health of the infrastructure supporting essential services across Victoria and includes the following:

- Assets Overview
- Asset Age And Condition
- Condition Based Risk
- Service Objectives
- Mitigating Risks To Level Of Service

Assets Overview

Structures

Johnson Street Bridge
3 Vehicular Bridges
21 Pedestrian Bridges
472 Retaining Walls
15 Marine Structures

Facilities

38 Admin and Operations Facilities
12 Community + Senior Centres
12 Entertainment + Events Facilities
2 Libraries
5 Parkades
5 Public Safety Facilities
21 Public Washrooms
8 Recreation Facilities

Parks and Open Spaces

1 Artificial Sports Field
36 Sport Courts
4 Skate and Bike Parks
41 Playgrounds

Transportation

106 km Major Roads
176 km Local Roads
226 Traffic Signals
467 km Sidewalks
12,775 Street Lights
17 km Fibre Optic Lines

Stormwater

256 km Stormwater Mains
11,140 Stormwater Laterals (94 km)
4 Stormwater Pump Stations
4 Stormwater Rehabilitation Units
81 Stormwater Outfalls

Wastewater

241 km Wastewater Mains
13,782 Wastewater Laterals (124 km)
11 Wastewater Pump Stations

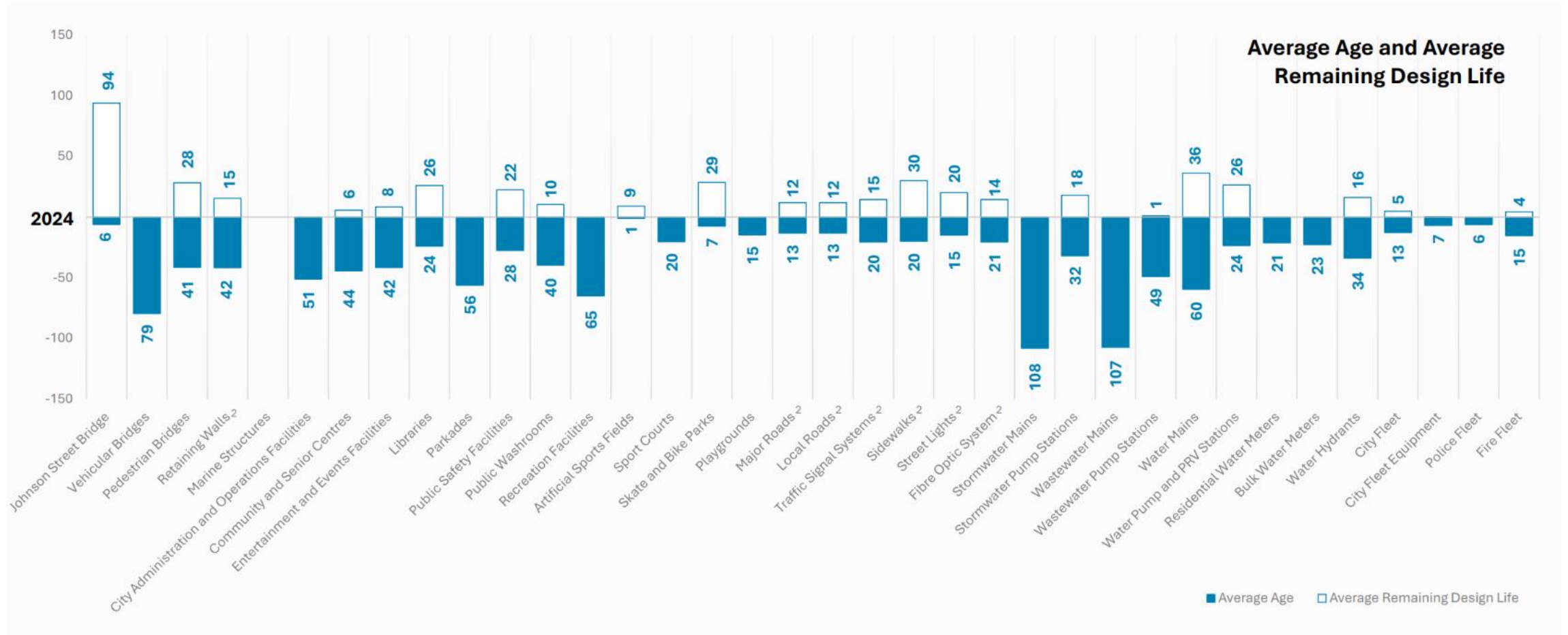
Waterworks ¹

332 km Water Mains
20,920 Water Services (191 km)
1 Water Pump Station
11 Water PRV Stations
19,409 Residential Water Meters
1079 Bulk Water Meters
1809 Water Hydrants

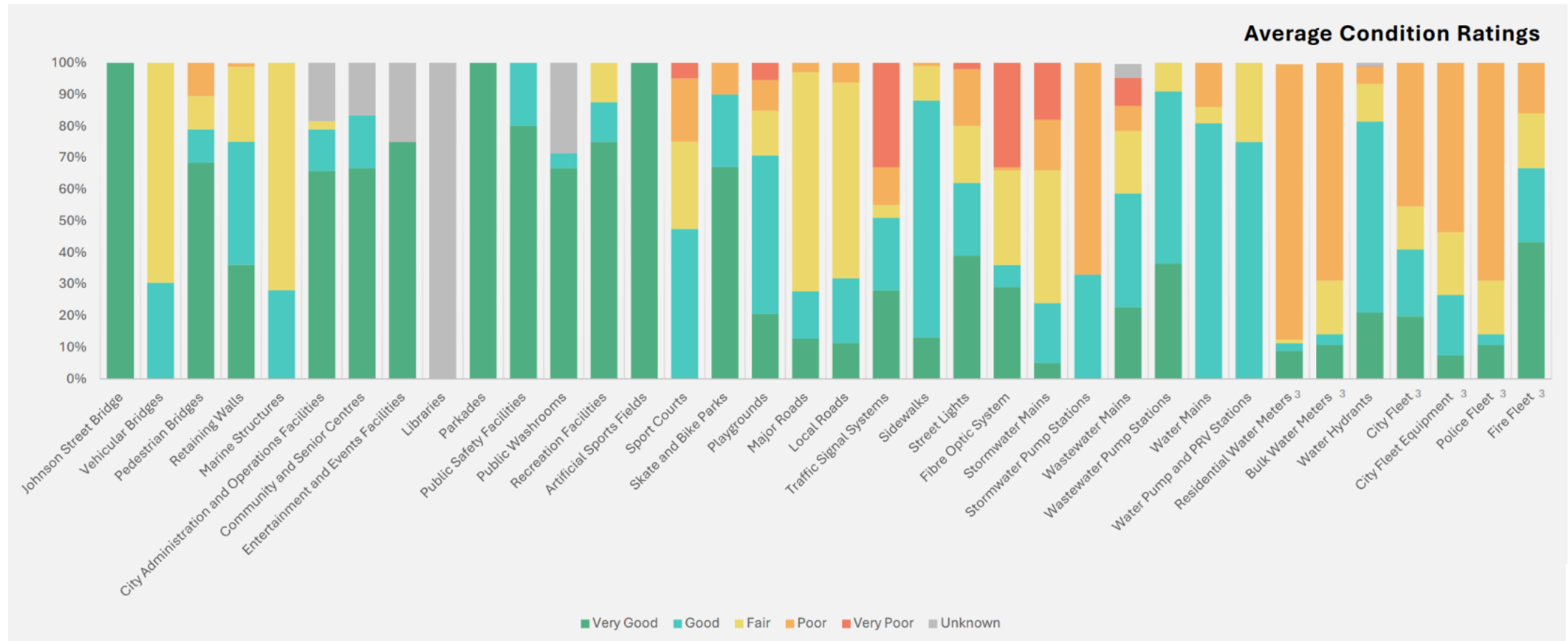
Fleet

308 City Fleet
62 City Fleet Equipment
85 Police Fleet
43 Fire Fleet

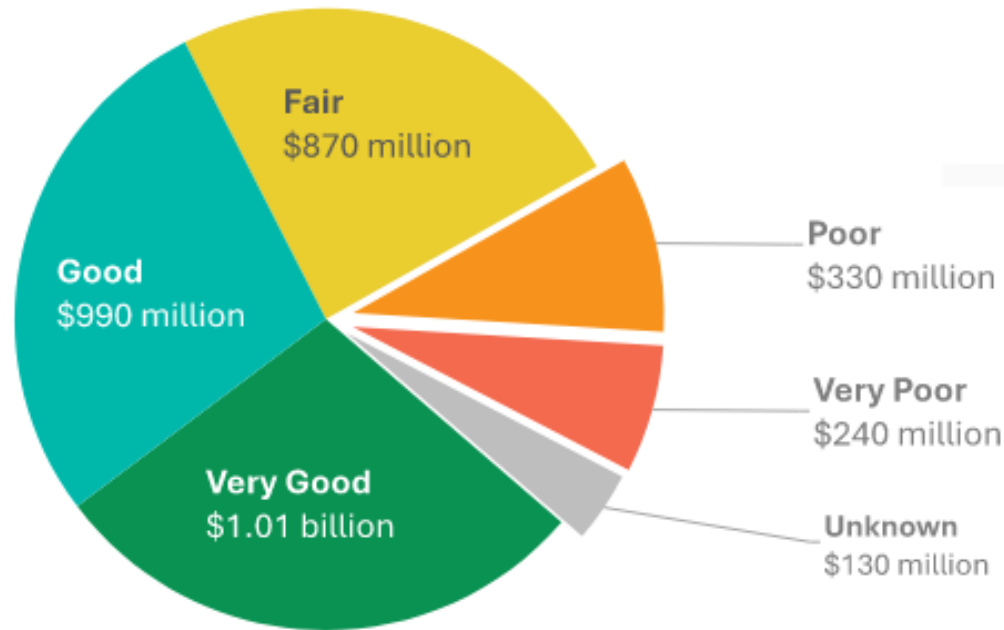
Asset Age



Asset Condition

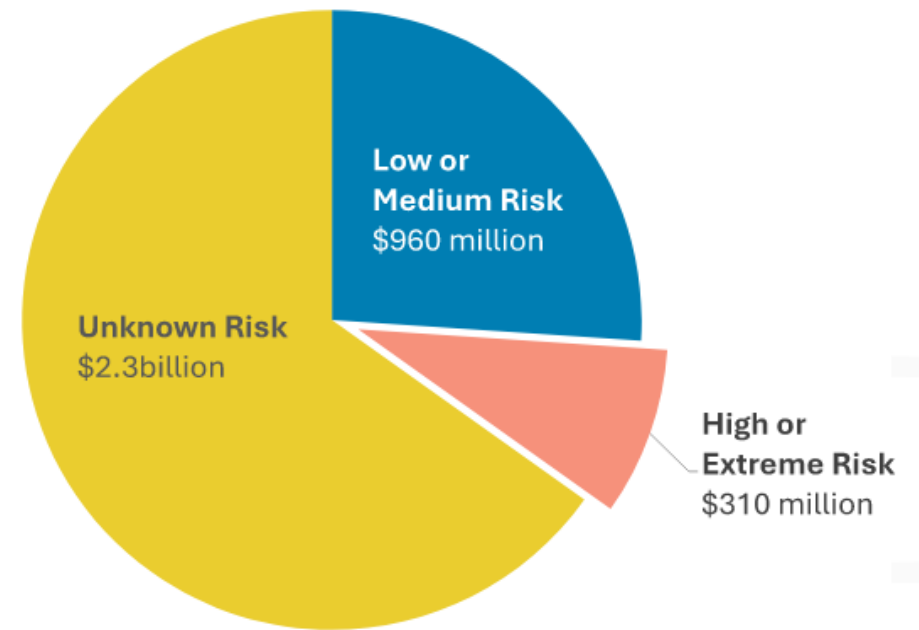


Asset Condition



Condition by
Estimated Replacement Costs

Asset Risk



Condition-Based Risk
by Estimated Replacement Costs