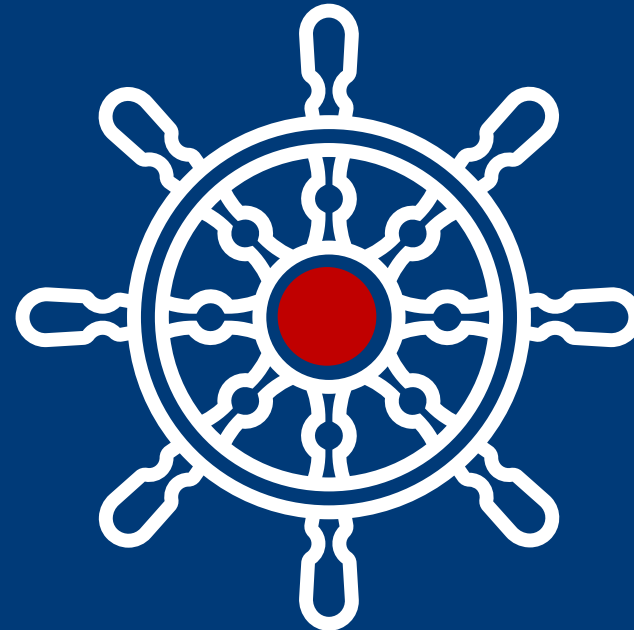


Steering the Urban Ship: How Prince George Leverages Asset Management to Move Towards Sustainable Services



Presentation Outline

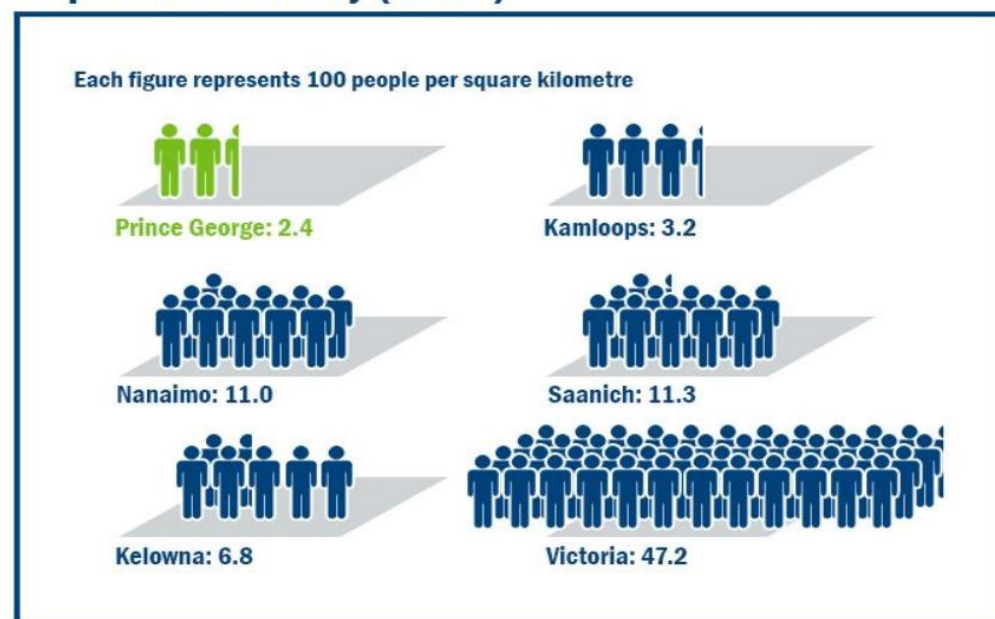
- About PG & NAMS
- PG's AM Journey
- Challenges & Successes
- Next Steps
- NAMS – Bigger Picture



About Prince George

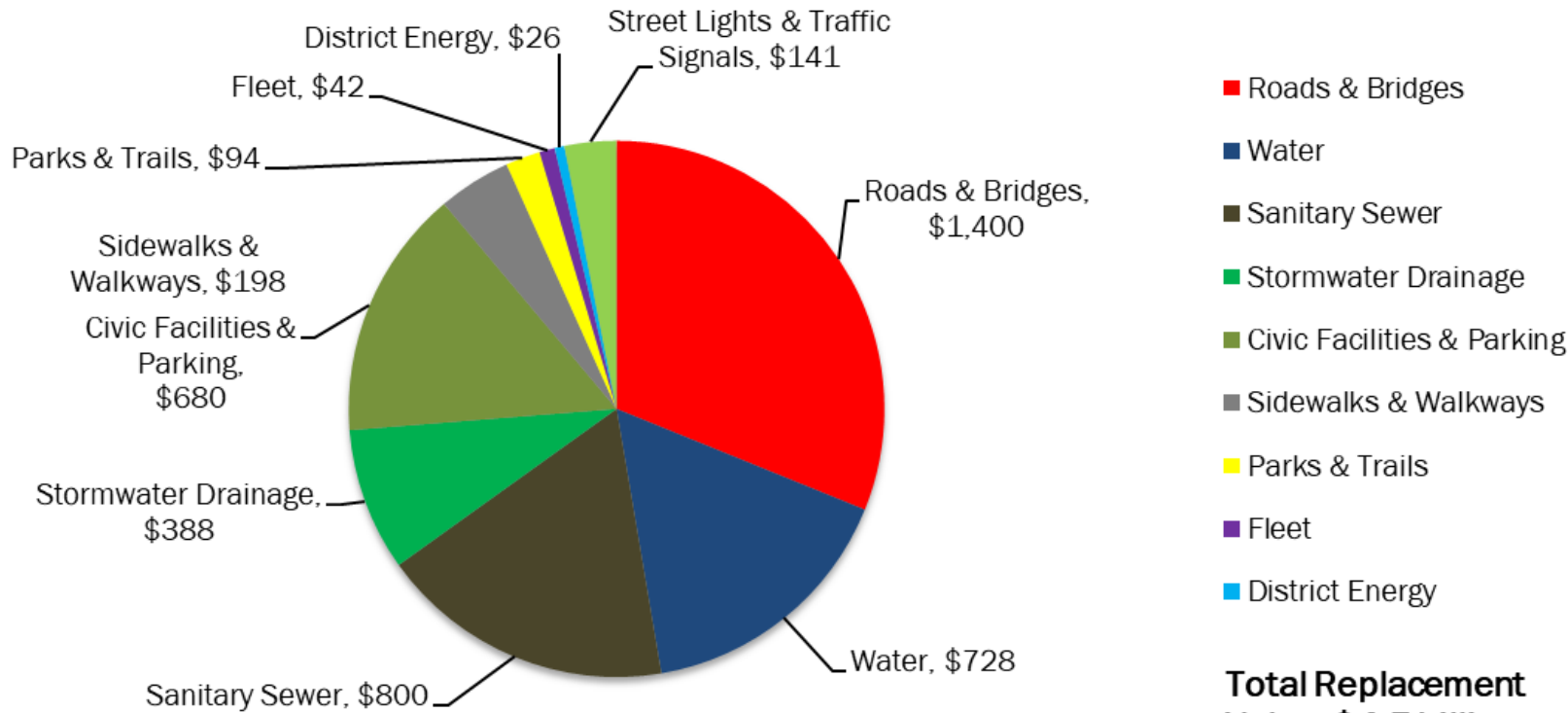
- Population – 76,000
- 8 hours north of Vancouver
- 329 km² City boundary

Population Density (2021)



Infrastructure Assets

- Roads: 1,304 lane km's
- Sidewalks/Walkways: 214km
- Streetlights: 4,728
- Water Mains: 580km
- Sewer Mains: 475km
- Stormwater Mains: 397km
- Parks & Greenspaces: 1,908ha
- Trails: 91km
- Civic Buildings: 52



- Roads & Bridges
- Water
- Sanitary Sewer
- Stormwater Drainage
- Civic Facilities & Parking
- Sidewalks & Walkways
- Parks & Trails
- Fleet
- District Energy

Total Replacement Value: \$4.5 billion



About NAMS Canada

- NAMS Canada is a Canadian not for profit organization
- Delivers international best in class tools and training, bespoke for Canadian organizations
 - Delivered training to over 2,000 Canadian service providers
- Offers inclusive training, support and mentoring for all participants, regardless of where they are at on their asset management journey
- Provides and supports Asset Management tools and templates
 - NAMS +, E-books



TRAINING

- Upcoming Training
- Customized Offerings

TOOLS

- NAMS+
- E-Books+

MENTORING

- Ask-NAMS-Canada
- Career Hub
- NAMS+ Support



PG's AM Journey

1998 - Now



Timeline

1998-2004

Asset Inventory in GIS and Strategic AM Plan

2009
Predictive Modeling Software (RIVA)

2014
CMMS – Cityworks Implementation

3-day Workshop
Professional Certificate in AM Planning



2021
Onwards
AM Plans

2007
Asset Manager Position Created

2012
Asset Management Policy Approved by Council

2019
Updated AM Policy & Developed AM Strategy and Roadmap



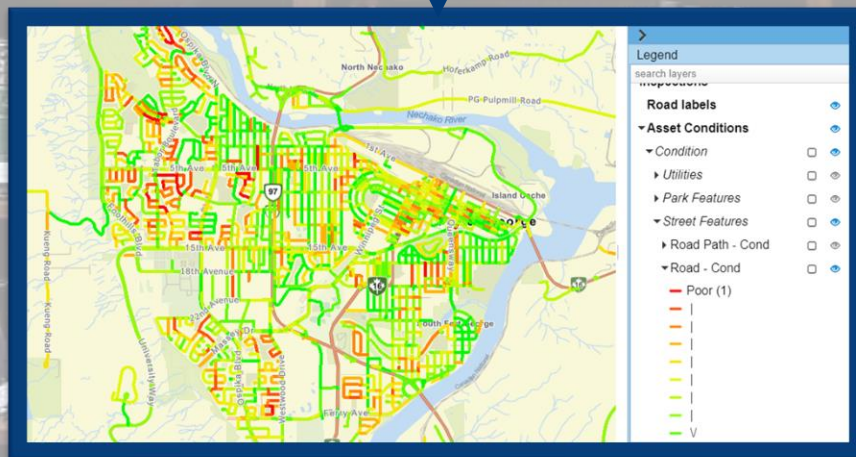
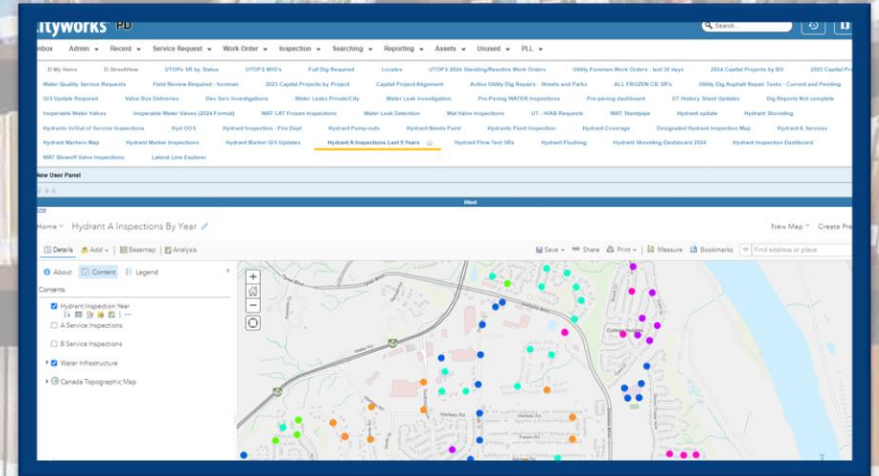
Challenges & Successes

Big Data

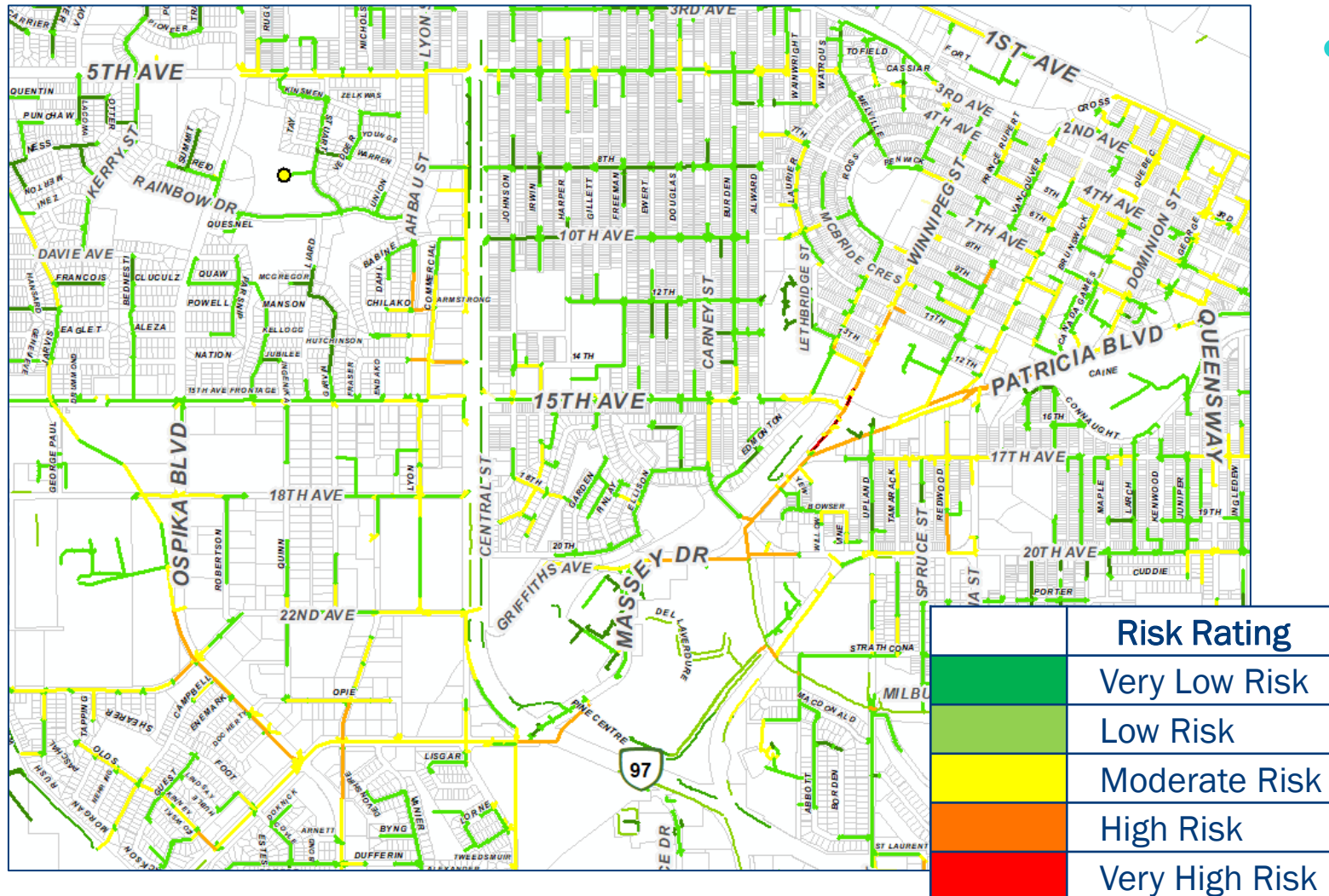


Data on the Proverbial Shelf

- Condition data
- Risk data
- Maintenance data
- Master Plans
- Estimated Service Life data

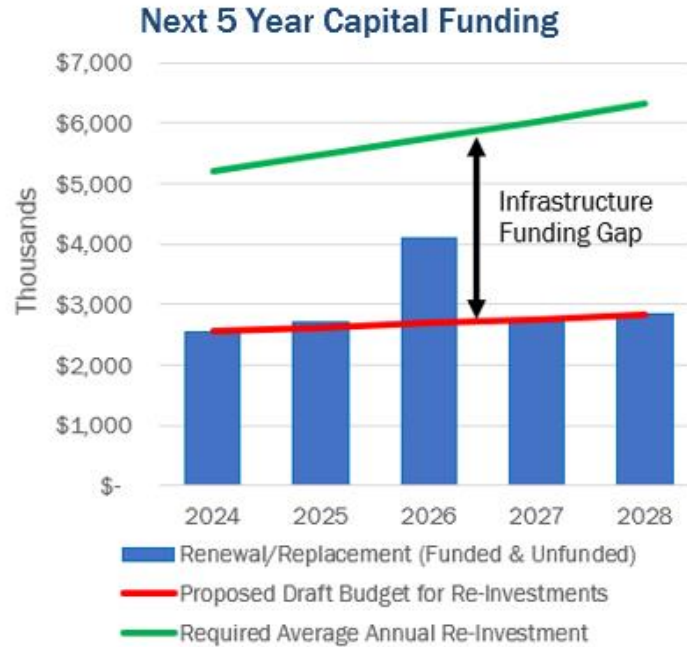


Investing in What's Most Critical



- Minimizing failures and investing in what's the most critical

Digestible Data

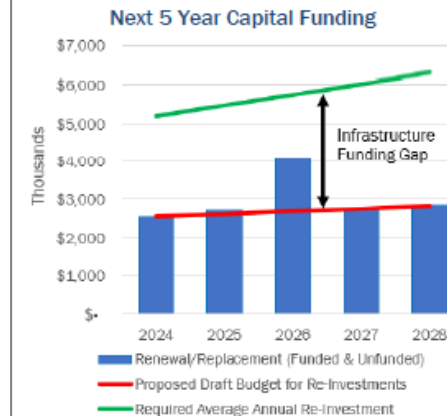
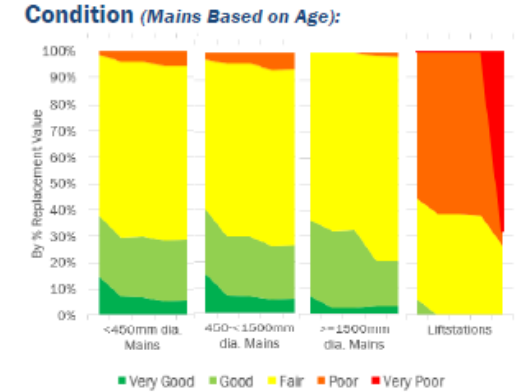
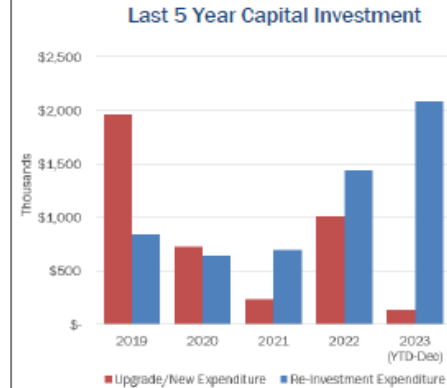


STORMWATER DRAINAGE INFRASTRUCTURE REPORT CARD 2024

Estimated Required Annual Funding:
(Average Annual Re-Investment- AAR)
 Linear = \$5.1M
 Facilities = \$0.1M
 Total = \$5.2M

Approximate Replacement Value of Stormwater Drainage Assets:
 Linear = \$386M
 Facilities = \$1.8M

Annual Infrastructure Funding Gap:
 AAR - Last 5 years' Re-Investment = \$4.2M
The AAR and gap is related to capital works only, not O&M.



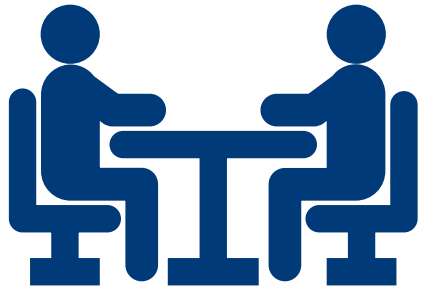
Asset Inventory:

Asset Type	Approx Length
Gravity Mains	397km
Forcemains	0.2km
Lateral Lines (Service Connections)	43km
Total:	440km

Asset Type	Amount
Catch Basins	6,260
Manholes	4,303
Discharge Points	373
Inlet Structures	233
Storm Lift Stations	6
Ditches	696km

Data Driven Budget Increases

- Increased our Stormwater Drainage O&M budget by 35% (\$500k)
- Increased our Road Rehab capital by almost double



Does Council Know..

**WHEN THEY APPROVE A BUDGET, THEY HAVE
ADOPTED A LEVEL OF SERVICE...**

EITHER IMPLICITLY OR EXPLICITLY

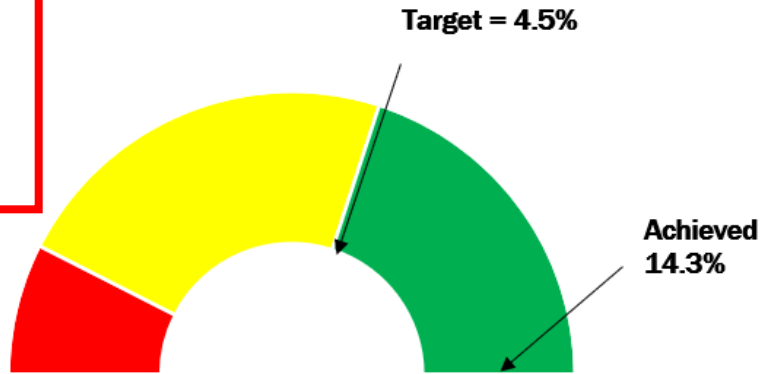
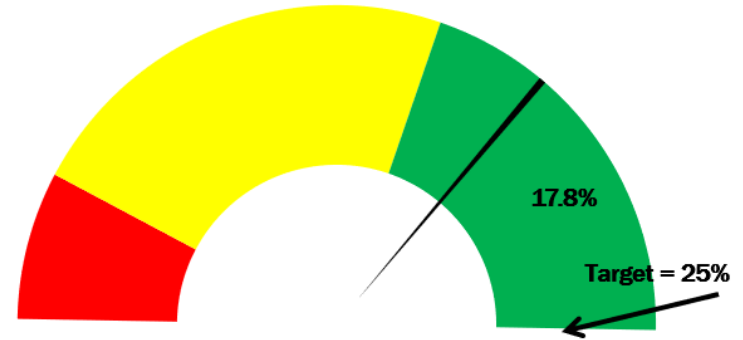
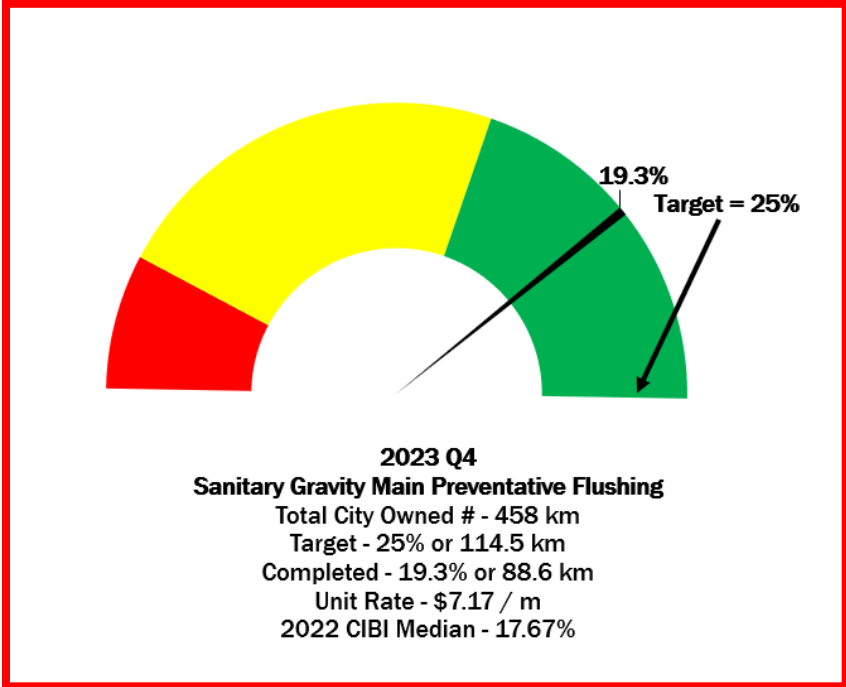
Change Management



Navigating Change

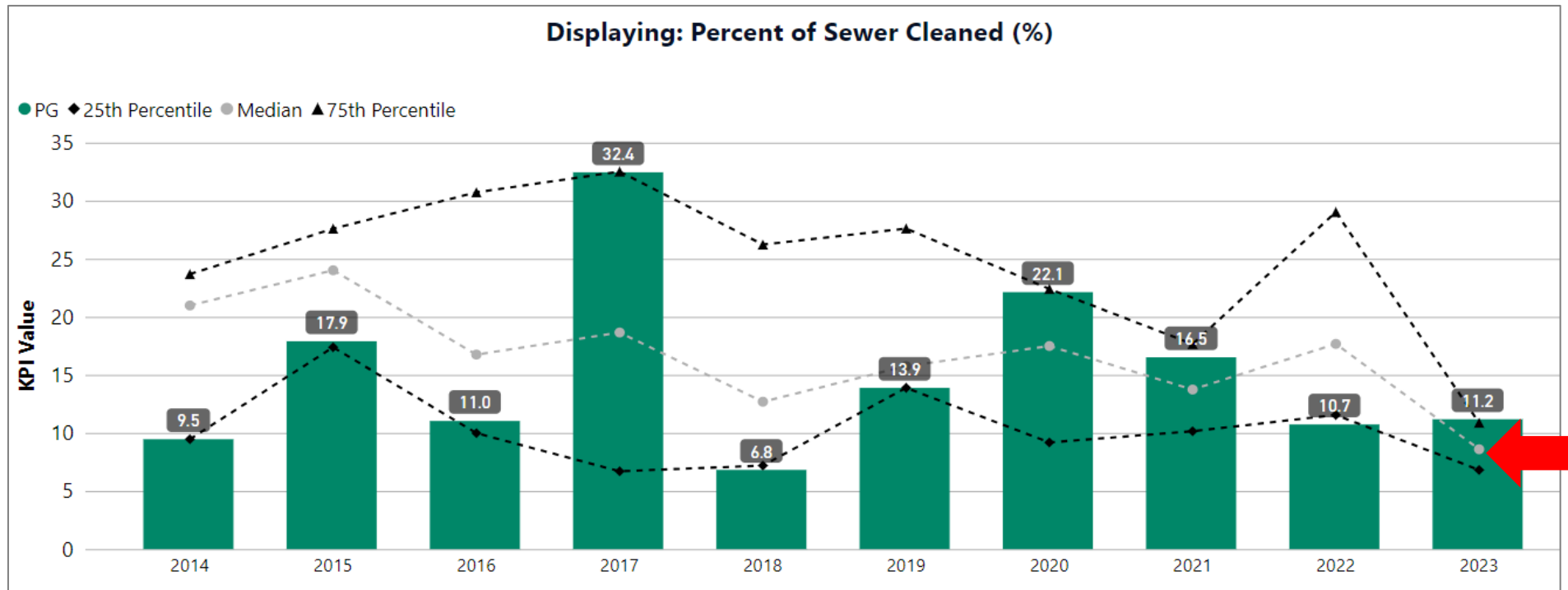
- What's the benefit of AM
- Why should I have to add more work to my day?
- Who's going to use this info anyways?
- I'm computer illiterate
- I just want to get the work done

Key Performance Indicators

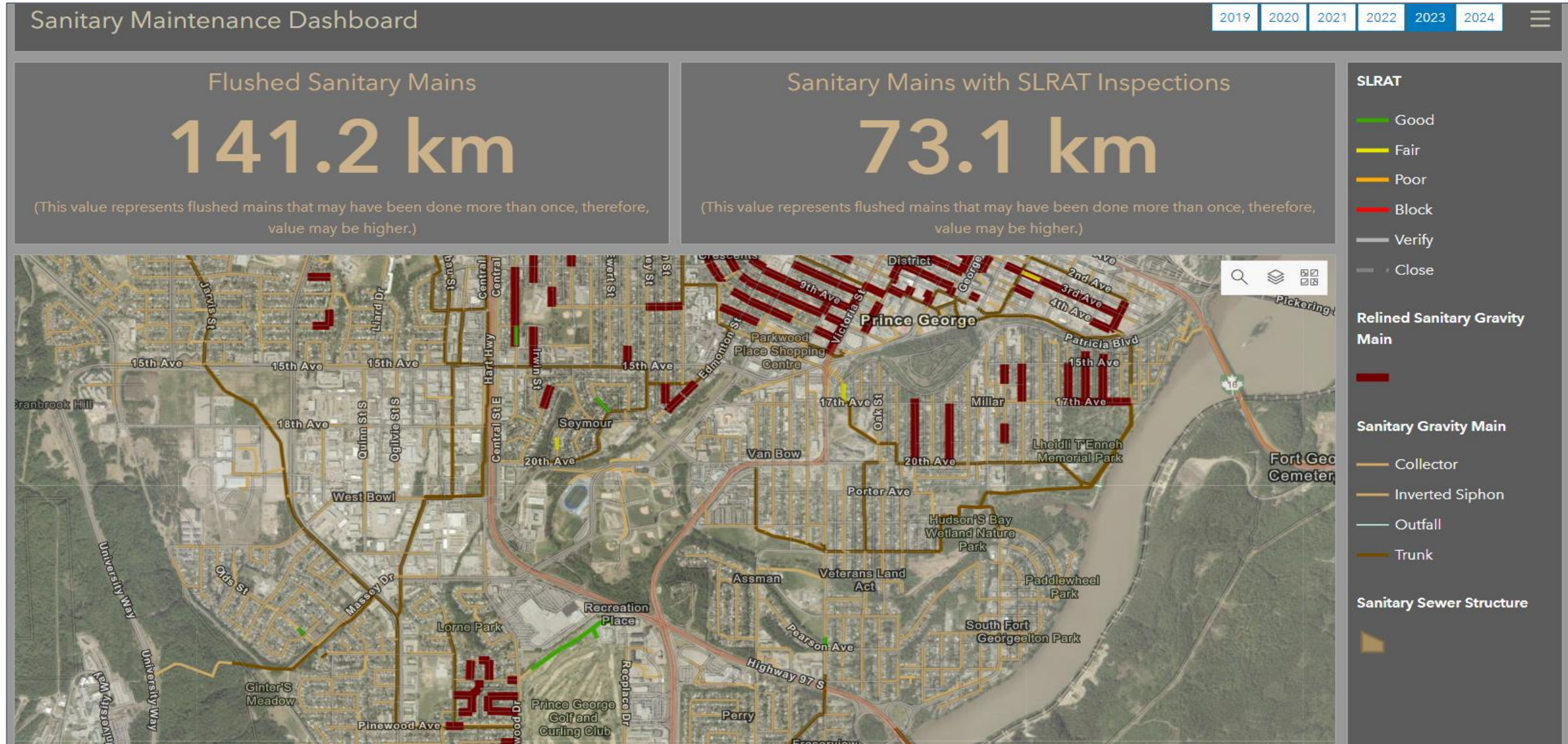


Preventative Maintenance Increases

- Implementing Preventative Maintenance processes reducing reactive maintenance



Maintenance Dashboards



AM Planning



AM Plans – NAMS+



DASHBOARD

The indicative target range for the 10-year Asset Renewal Funding and 10-year Lifecycle Financial Ratios is between 90% and 110%.

Stormwater Drainage AM Plan 2024-2043

2024 - 2043

Alternate Method

V: 1

10-year Asset Renewal Funding Ratio

45 %

10-year Lifecycle Financial Ratio

45 %

Long-term Lifecycle Financial Ratio

49 %

The 10-year Lifecycle Financial Ratio compares the approved Planned Budget with the Lifecycle forecast for the optimal operation, maintenance, renewal, and acquisition of assets over the next 10 years. Currently 45% of the required lifecycle forecast is being funded.

VALUATION SUMMARY

Replacement Cost	\$ 388,610,838
Current Replacement Cost	\$ 365,857,838
Annual Depreciation Expense	\$ 872,000

LIFECYCLE SUMMARY

Annual Average first 10 years

Lifecycle Forecast	\$ 13,523,238
Planned Budget	\$ 6,037,817
Shortfall	\$ -7,485,422

ACQUISITION

Annual Average first 10 years

Planned Budget	\$ 785,600
Lifecycle Forecast	\$ 2,848,600

OPERATION

Annual Average first 10 years

Planned Budget	\$ 923,811
Lifecycle Forecast	\$ 1,646,727

MAINTENANCE

Annual Average first 10 years

Planned Budget	\$ 1,401,159
Lifecycle Forecast	\$ 2,470,091

RENEWAL

Annual Average first 10 years

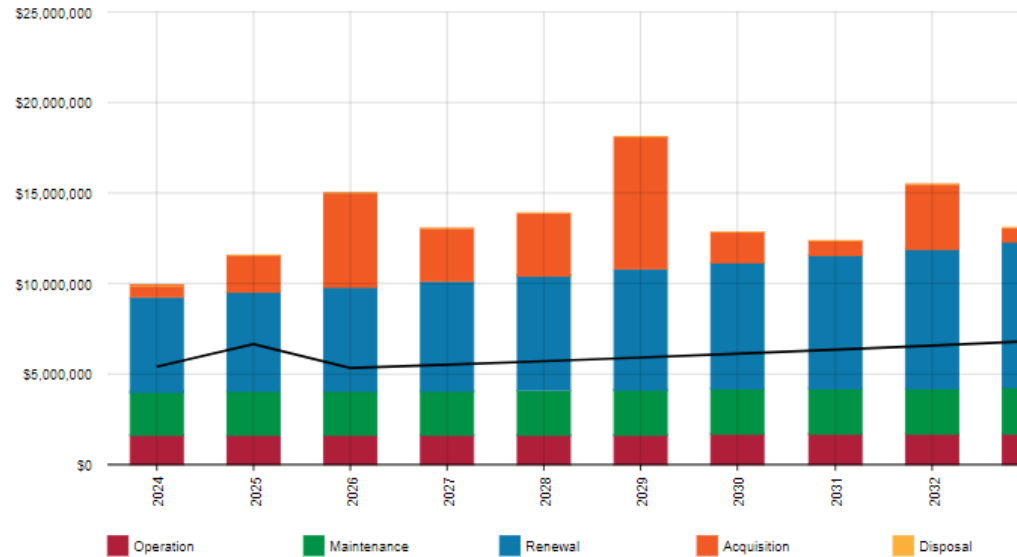
Planned Budget	\$ 2,927,247
Lifecycle Forecast	\$ 6,557,821

DISPOSAL

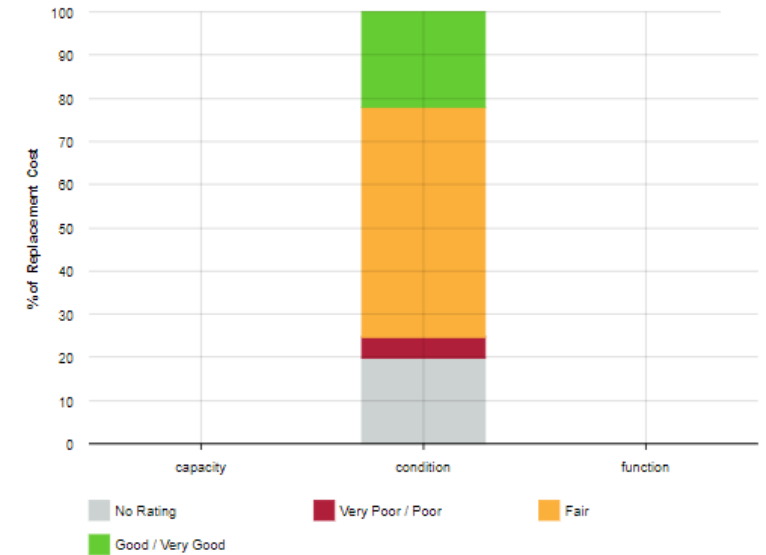
Annual Average first 10 years

Planned Budget	\$ 0
Lifecycle Forecast	\$ 0

Lifecycle Summary



State of the Assets



Crowd Poll– Where are you at?

- Quick Polling
 - Who has asset management plans for all or most service areas?
 - What iteration are you at?
 - At what point did you take it to your elected members?
 - What has been the response from elected members?
 - Are your AM plans influencing decisions?

Integration of Plans



POLICY

CITY OF PRINCE GEORGE

POLICY NAME: SUSTAINABLE FINANCE POLICY



CITY OF PRINCE GEORGE

Official Community Plan

ASSET MANAGEMENT STRATEGY AND ROADMAP

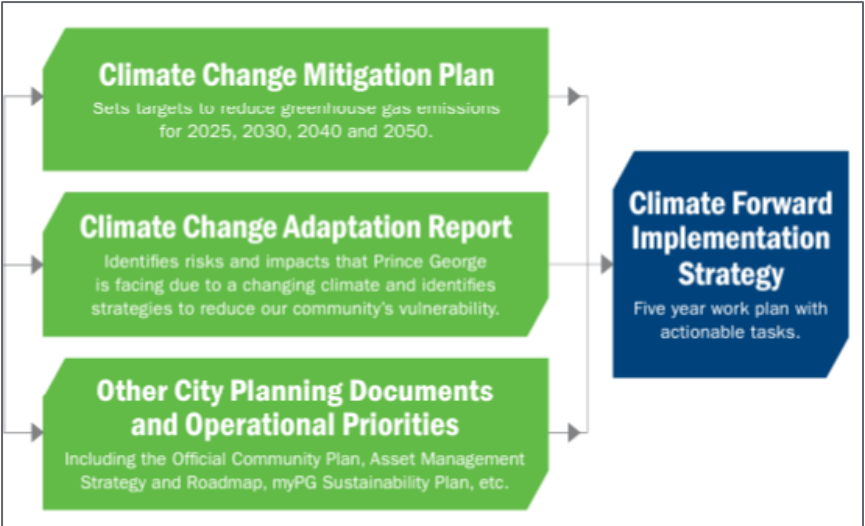
myPG an Integrated Community Sustainability Plan for Prince George




CITY OF PRINCE GEORGE

STRATEGIC PLAN

2022 - 2024


POLICY

CITY OF PRINCE GEORGE

POLICY NAME: ASSET MANAGEMENT



CITY OF PRINCE GEORGE

NAMS Perspective – Integrated Planning

- Long Term Financial Plan
- **Asset Management Plan**
- Official Community Plan
- **Financial Reporting**
- **Climate Adaptation Plans**
- **Risk Management Plans**
- Strategies
- Policies



All telling the same story
with consistency and a
common message

Inconsistency can create
conflict, or at best confusion,
and great plans never get past
being ‘good ideas’.

Next Steps



AM Plans → Long-term Financial Plan



- ✓ Stormwater Drainage AMP
- 1. Civic Facilities AMP

- 2. Sanitary Sewer AMP
- 3. Water AMP



LTFP Where the Rubber Hits the Road

Do we generate enough income to provide the defined level of service and manage the risks?

- Climate Adaptation / Mitigation plans
- AMP's
- Strategic Plans

Can turn into misaligned wish lists and the financial plan is where it moves from a wish to reality.



It's all about the services we provide

We need to manage the assets, but the point, and the goal is to provide services in a sustainable way.

For our community today and in the future.



Climate Change needs to be included in Asset Management

Our ability to provide services will be impacted by climate events and trends.



- Drought
- Flooding
- Sea-Level Rise
- Extreme Temperatures
- Storm Surges
- Permafrost Degradation
- Wildfires
- Hailstorms
- High Winds/Tornados
- Erosion/Landslides

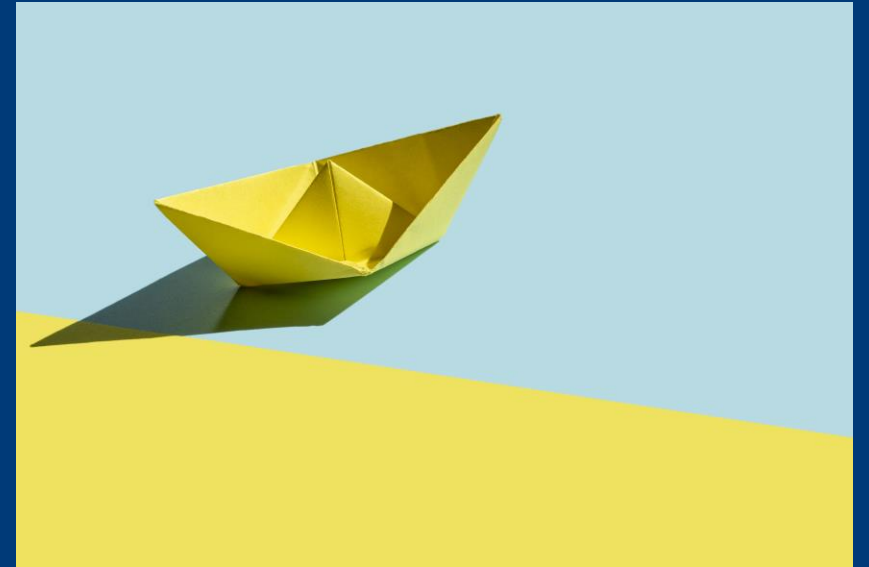
Cross Functional Team

Insights and Expertise from the Team

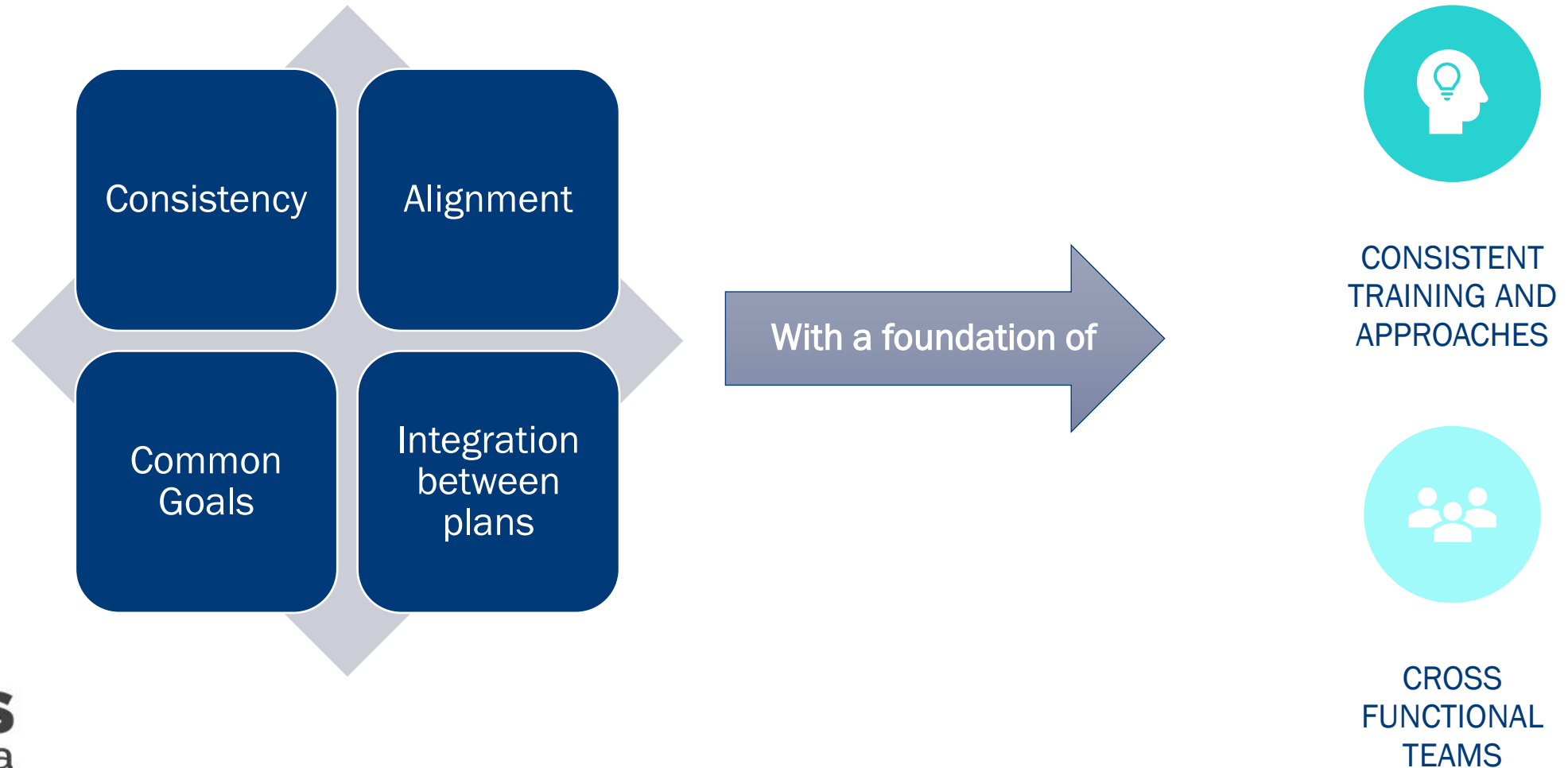


The slow moving ship

- Moving from viewing AM as a project to procedures, processes, and how decisions are made
 - AM is never done
- Even with great data, you might not feel like you are winning
 - Takes time to build into decision making processes
- Changing targets and goals
 - Integration of plans
 - Inclusion of climate considerations
- Can be hard to see successes



Build the Internal Team





IPWEA ASSET MANAGEMENT PATHWAY 2025

Three levels of learning, no prerequisites and international recognition.



FOUNDATIONS

Asset Management Foundations

March 10, 2025

Define what asset management is and understand why it is important.



- Previous experience in AM not required.
- Best suited for those managing public infrastructure assets.



4 weeks



25 hours



Non-Member Price: \$1,450 AUD

Fleet Management Certificate

February 25, 2025

Learn, practice and apply the critical principles, knowledge and skills required to effectively and efficiently manage a plant and vehicle fleet.



- Previous experience in Fleet Management not necessary
- Fleet management role, now or aspiring



12 - 14 weeks



35 hours



IPWEA Fleet Subscriber: \$1,575 AUD Member/
Non-Member Price: \$1,750 AUD

BUILD

Professional Certificate in Asset Management Planning

April 7, 2025

Master the key concepts of AMP and prepare a draft AM plan, while gaining a professional certificate.



- Basic understanding of AM Managing public infrastructure assets



10 weeks



50 - 60 hours



IPWEA Member Price: \$2,900 AUD
Non-Member Price: \$3,100 AUD

Professional Certificate in Infrastructure Financial Management

April 14, 2025

Build your capability to lead your organization in providing financially sustainable service delivery from infrastructure.



- Basic understanding of AM Finance, Accounting, Senior Management



7 weeks



30 - 40 hours



IPWEA Member Price: \$2,900 AUD
Non-Member Price: \$3,100 AUD

RECOGNISE

Integrating Asset Management & Governance

June 2, 2025

Gain the tools to apply robust asset management across the whole of your organization.



- AM experience or ProCert AMP Senior Leadership



5 weeks



IPWEA Member Price: \$2,000 AUD
Non-Member Price: \$2,200 AUD



14 hours

Infrastructure AM Planning for Elected Officials

Asynchronous

Gain the tools to oversee the services that infrastructure assets provide to your community.



- Previous experience in AM not required
- Best suited for elected officials



1 week



IPWEA Member Price: \$250 AUD
Non-Member Price: \$299 AUD



4 hours

How to stay in touch with NAMS Canada

Continue the conversation:

- Website: www.namscanada.org
- Monthly Newsletter
- ASK NAMS Community Discussion Forum
- Email: support@namscanada.org
- Phone: 1(800)-923-7647

MENTORING

TOOLS

TRAINING

CONTACT INFO:

Kristy Bobbie, AScT

kristy.bobbie@princegeorge.ca

1-250-561-7518

