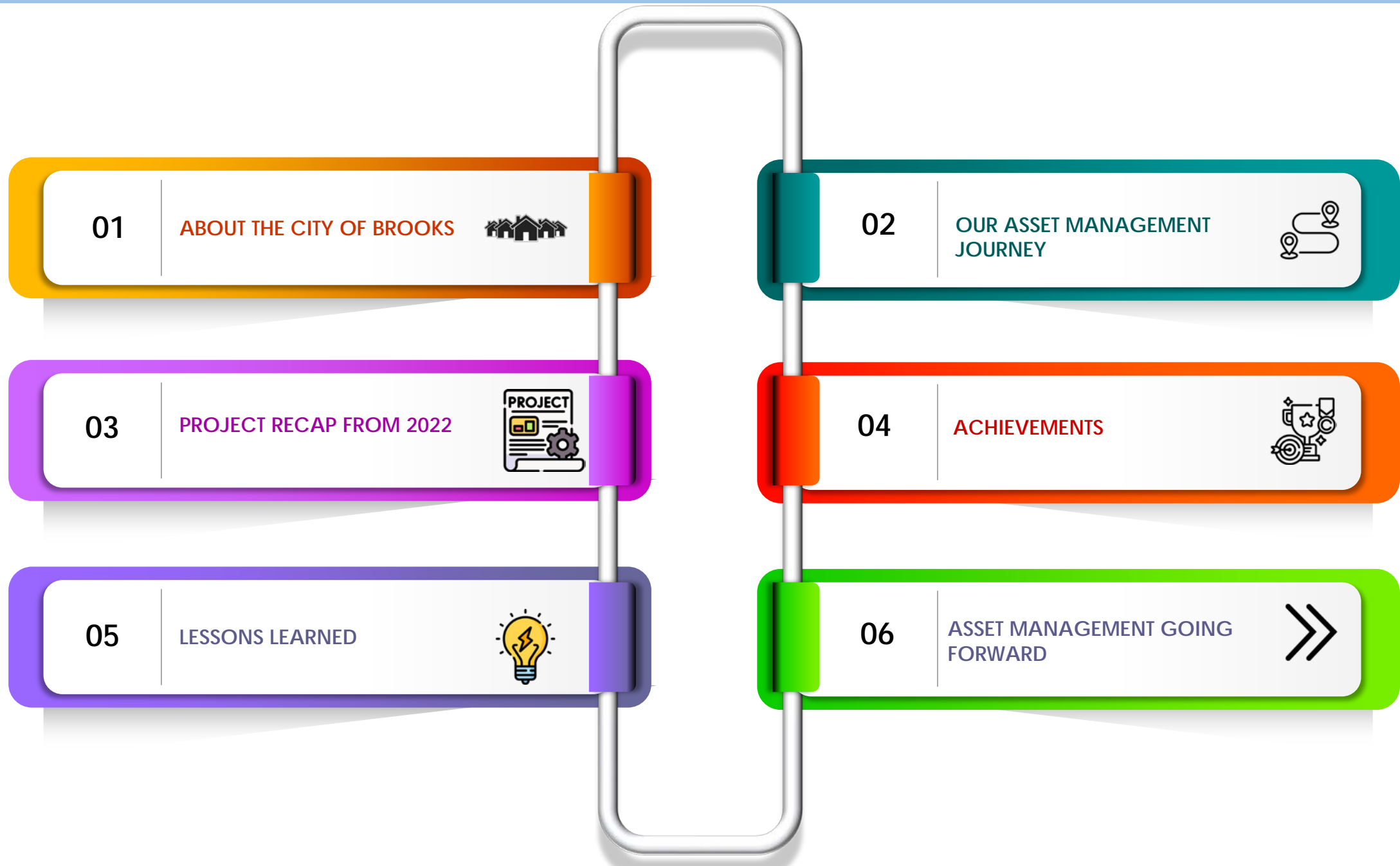


Asset Management Journey - City of Brooks

08 February 2023

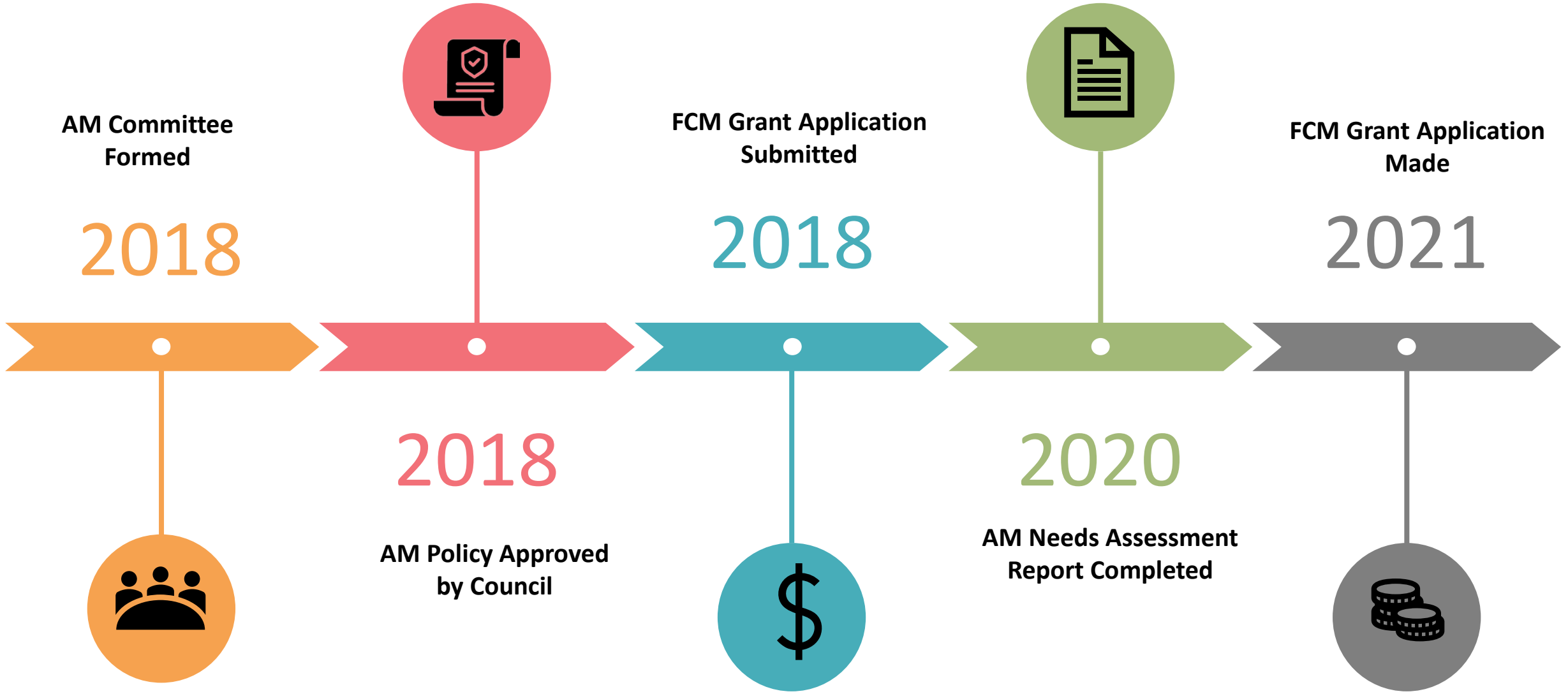


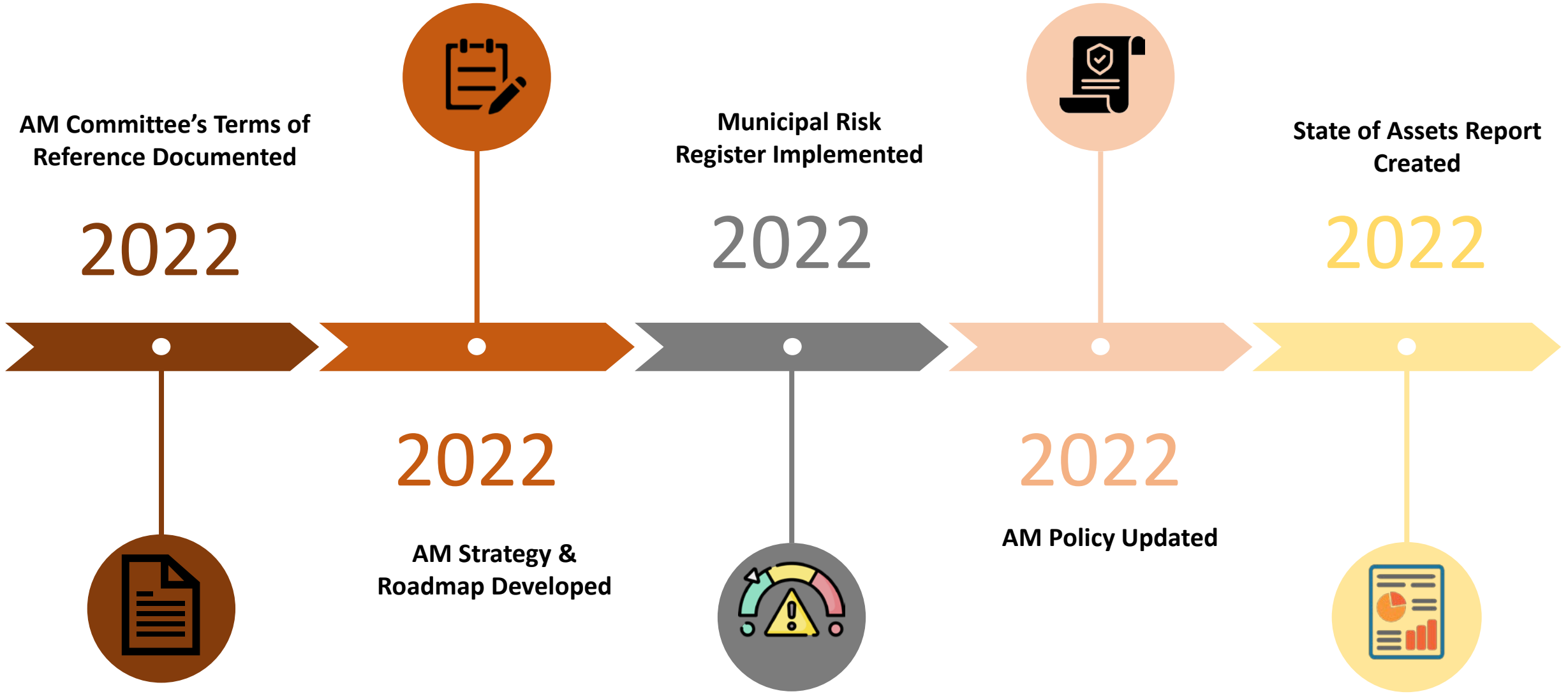




- Located in Southeast Alberta
- Population is around 15 K
- Budget
 - Operating around \$30 M
 - Capital around \$13 M









What

AM Committee Terms of Reference



Why

- To define scope, membership, governance structure, roles and responsibilities of the AM committee





AM Committee Terms of Reference

How

- Researched sample documents from other municipalities
- Created a draft including
 - Introduction
 - Purpose
 - Scope
 - Membership
 - Roles and Responsibilities
 - Meetings
 - Governance Structure
 - Amendments
- Obtained feedback from AM committee before finalizing

Outcome



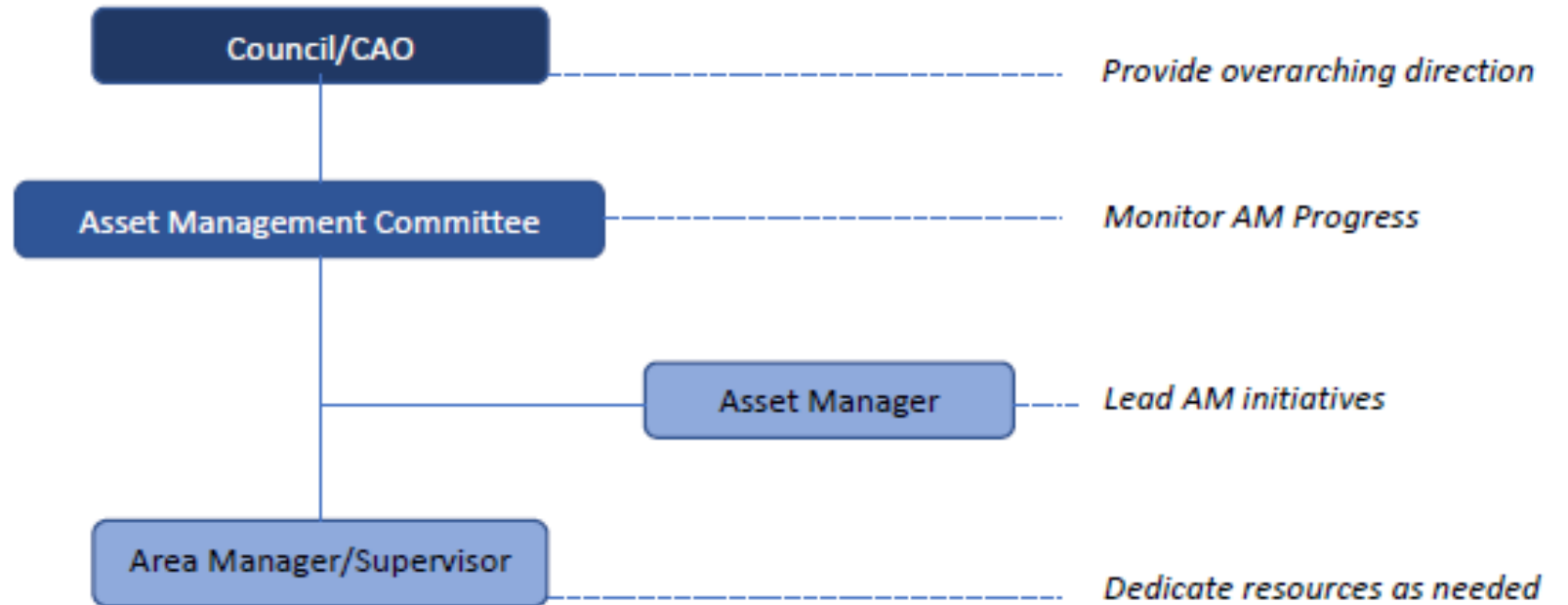
City of
Brooks

**ASSET MANAGEMENT
COMMITTEE
TERMS OF REFERENCE**

May 2022



Governance Structure of AM Committee





What

AM Strategy & Roadmap



Why

- To align AM initiatives with the City's strategic plans
- To develop an action plan to improve AM practices

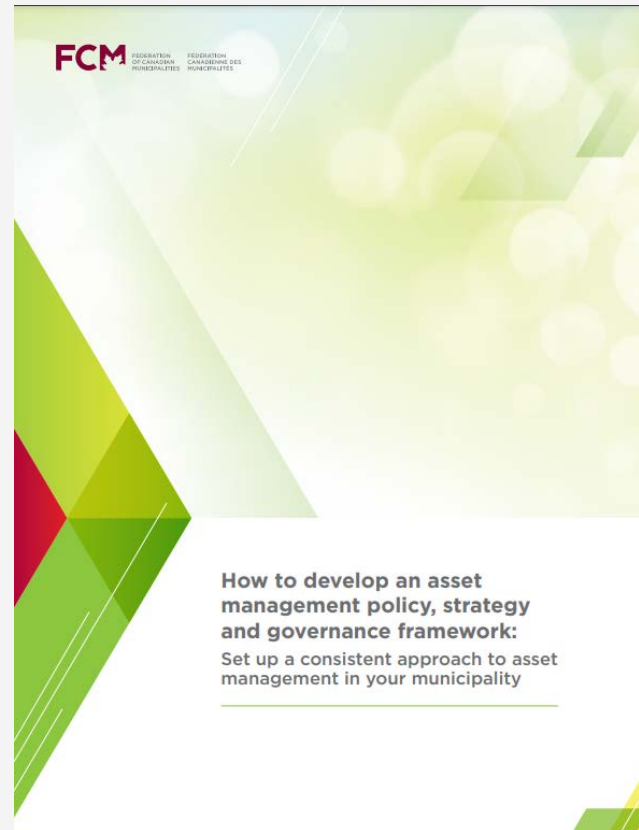




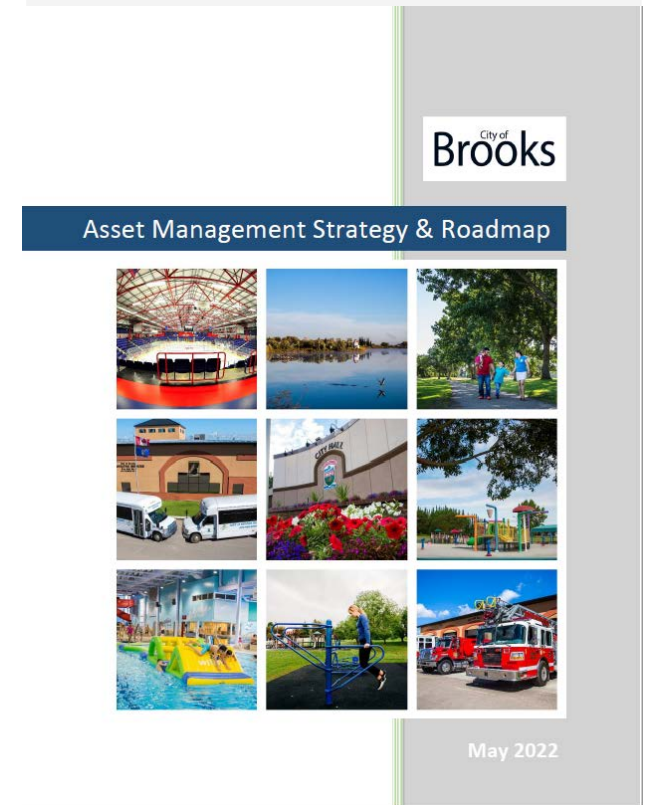
AM Strategy & Roadmap

How

- Reviewed FCM's guidelines on how to develop an AM strategy
 - Contained information on why and how to develop this document
- Drafted report including
 - Purpose
 - Scope
 - Background
 - Strategic Alignment
 - Business Context and Analysis
 - Needs and Expectations of Stakeholders
 - Decision-Making Approach
 - AM performance Targets
 - AM Framework
 - Key Improvement Initiatives
 - AM Governance
 - Risks & Mitigation Plan
 - Improvement Monitoring & Innovation
- Input collected from AM committee



Outcome





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CITY'S VISION AND COMMUNITY NEEDS

City's Strategic Plans

- Establish strategic focus areas and workplan of the City

Asset Management Policy

- Articulate senior management commitment to asset management

Asset Management Strategy

- Define what the City intends to achieve from activities and by when

Asset Management Plan

- Provide approach to managing the assets over the short and long term

SUSTAINABLE SERVICE DELIVERY





What

Municipal Risk Register



Why

- To consistently evaluate risks for all services





Municipal Risk Register

How

- Created a template based on the Alberta Municipal Affairs AM handbook and toolkit guidelines
 - Quantified impact of risks and likelihood
- Consequence category included
 - Safety
 - Legal & Compliance
 - Environment
 - Financial
 - Service Delivery
 - Strategic alignment
 - Operational Impacts
 - Reputation
- Adjusted consequence category's weighted rating based on AM committee's feedback
- Worked with service areas when scoring undesirable events

Consequence Category	Weighted Value
Safety	1
Legal & Compliance	1
Environment	0.8
Financial	0.8
Service Delivery	0.8
Strategic Alignment	0.8
Operational Impacts	0.6
Reputation	0.4

		Ranking Matrix			
		Consequence			
Likelihood	1 Unlikely	1 Low	2 Low	3 Medium	4 Medium
	2 Possible	1 Low	2 Medium	3 High	4 High
	3 Likely	2 Medium	3 High	4 High	5 Extreme
	4 Almost Certain	2 Medium	3 High	4 Extreme	5 Extreme

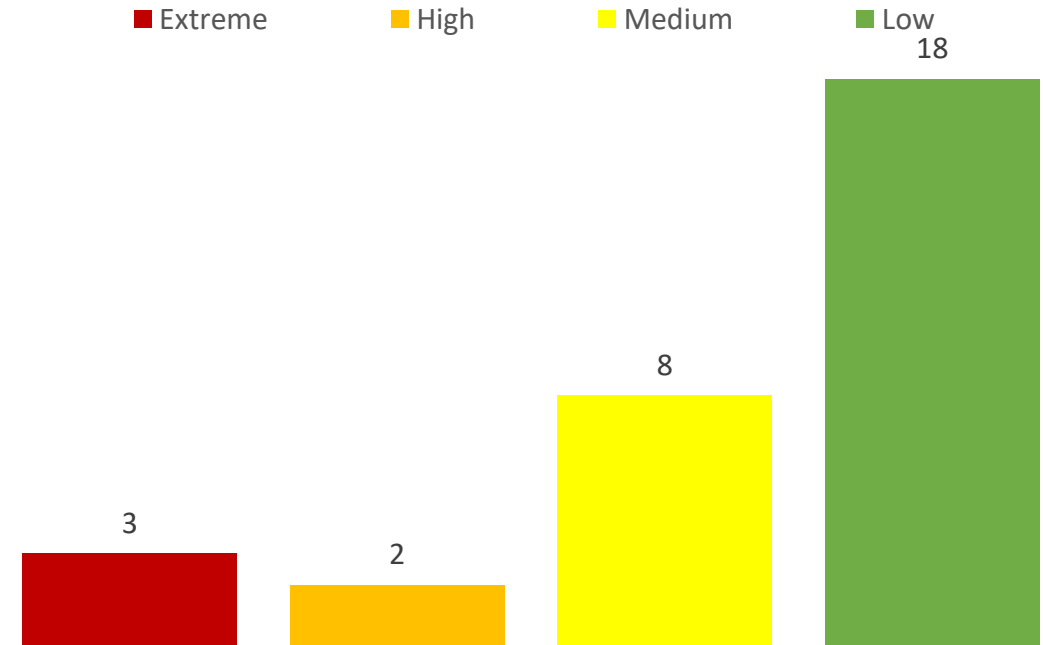


Municipal Risk Register

Outcome

- Ranked 31 undesirable events while proposing new or non-recurring projects during the 10 year capital budget plan
 - This helped to support making informed decisions
- Undesirable events risk score summary
 - 18 low risk
 - 8 medium risk
 - 2 high risk
 - 3 extreme risk

Municipal Risk Register Score Summary





Sample Results from
Municipal Risk
Register

Service	Undesirable Event	Risk Score	Possible Mitigation Action
Sanitary Sewer	Not meeting effluent discharge quality. Insufficient capacity for growth	57.60	New Wastewater Treatment System
Cemetery	Existing cemetery running out of space	33.60	Cemetery Expansion
Storm	Flooding during storm events - around 2 Ave W and the alley by Sound Vibes including private property/buildings	16.80	Sound Vibes Storm Project
Transportation	Public works and utilities office building is undersized	7.00	Works and Utilities Admin Office



What

AM Policy Update



Why

- To ensure the policy reflects industry best practices





AM Policy Update

How

- Incorporated FCM’s guidelines on how to develop an AM policy
 - Suggests having these four sections
 - Intent
 - Scope
 - Principles
 - Responsibilities for Leading Implementation
- When updating the policy, the following changes were made
 - Added scope section
 - Included definition of asset
 - Updated responsibilities section of the AM committee and Asset manager
- Collected feedback from AM committee before presenting to our Council

Outcome



CITY OF BROOKS

POLICY NO: F-001-015 (A)

REFERENCE:	ADOPTED BY: Resolution 22/293	SUPERSEDES: F-001-015
PREPARED BY: Administration	DATE ADOPTED: November 7, 2022	
TITLE: ASSET MANAGEMENT POLICY		

POLICY STATEMENT:

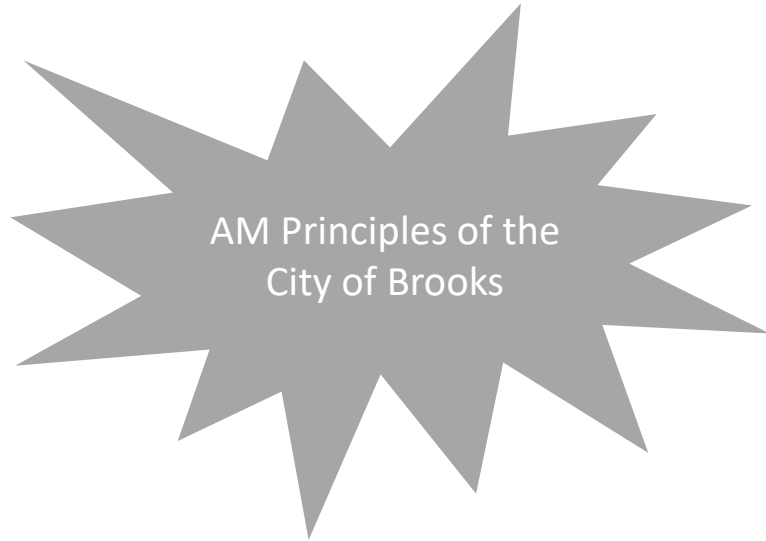
The City of Brooks will implement Asset Management practices that maintain and enhance our resident's quality of life by making decisions in a way that provides targeted levels of service and manages risk in a cost-effective manner throughout the lifecycle of the Asset(s).

THE PURPOSE OF THIS POLICY IS TO:

Establish the Asset Management (AM) program principles and practices to enable informed decision making by Council, staff and the community.

SCOPE:

This Policy applies to all departments that have a direct or indirect link with Assets that are owned in whole or in part by the City of Brooks. This policy's scope includes but is not limited to these services: water, wastewater, stormwater, parks, recreation, transportation (roads, sidewalks, signals, signage), facilities, fleet, handibus, solid waste, cemetery, IT, airport, and protective services.



Forward Looking

- Takes into account the financial effects on future generations
- Considers changing community circumstances and external economic risks

Operational Efficiency

- Ensures that public resources are put to the best possible use
- Full cost of ownership is considered in decision making

Service Delivery

- Ensures that services are provided to the community in a safe, reliable, and sustainable manner
- Considers quality of life, long-term costs, and risks

Innovation

- Continually improves its AM approach by driving innovation in the development of tools, practices and solutions



What

State of Assets Report



Why

- To capture a snapshot of assets for informed decision making



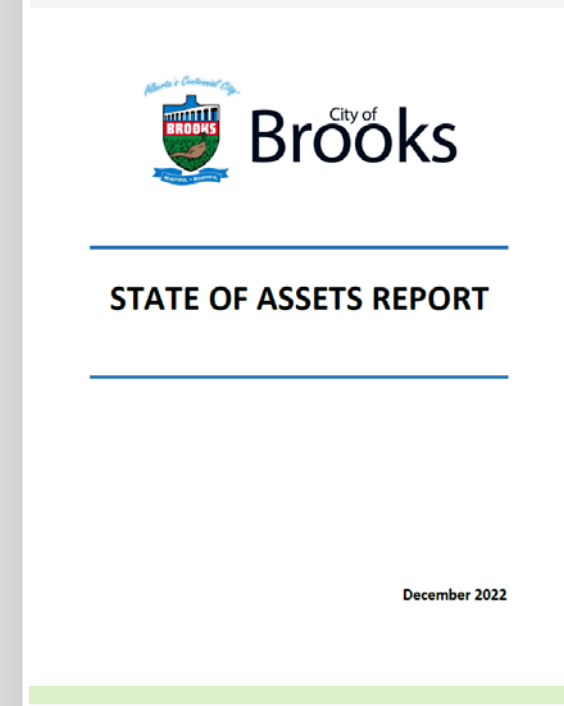


State of Assets Report

How

- It's a 10-page report including the following sections
 - Introduction
 - Background
 - Objectives
 - Scope
 - State of Assets
 - What Do We Own?
 - What Did it Cost?
 - What Condition is it in?
 - Appendix
 - Methodology
 - Future Improvement Plan
- **Researched asset inventory, historical value, and condition**
 - Inventory and historical value is based on the tangible capital assets (TCA) system
 - Condition is based on the management team's professional judgment
 - Used a five-point rating scale to score asset condition
- Collected feedback from AM committee prior to finalizing

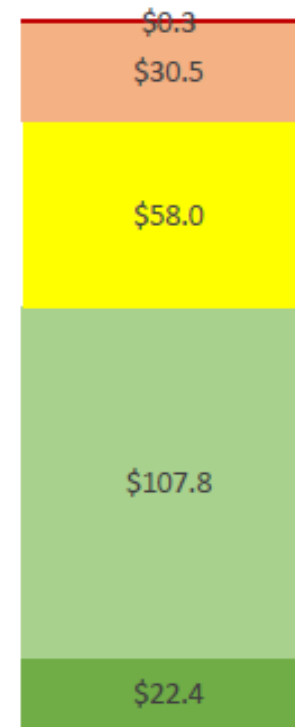
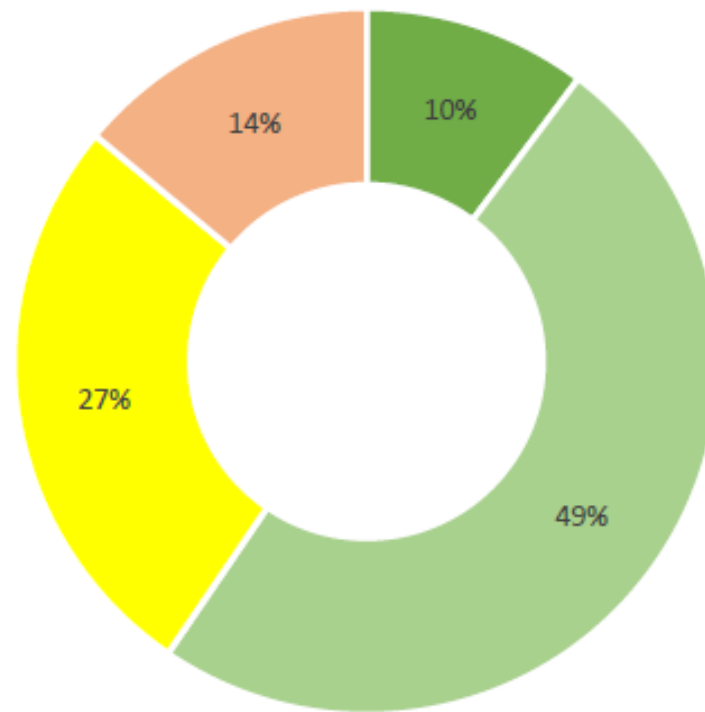
Outcome





Findings from the
State of Assets Report

■ Very Good ■ Good ■ Fair ■ Poor ■ Very Poor

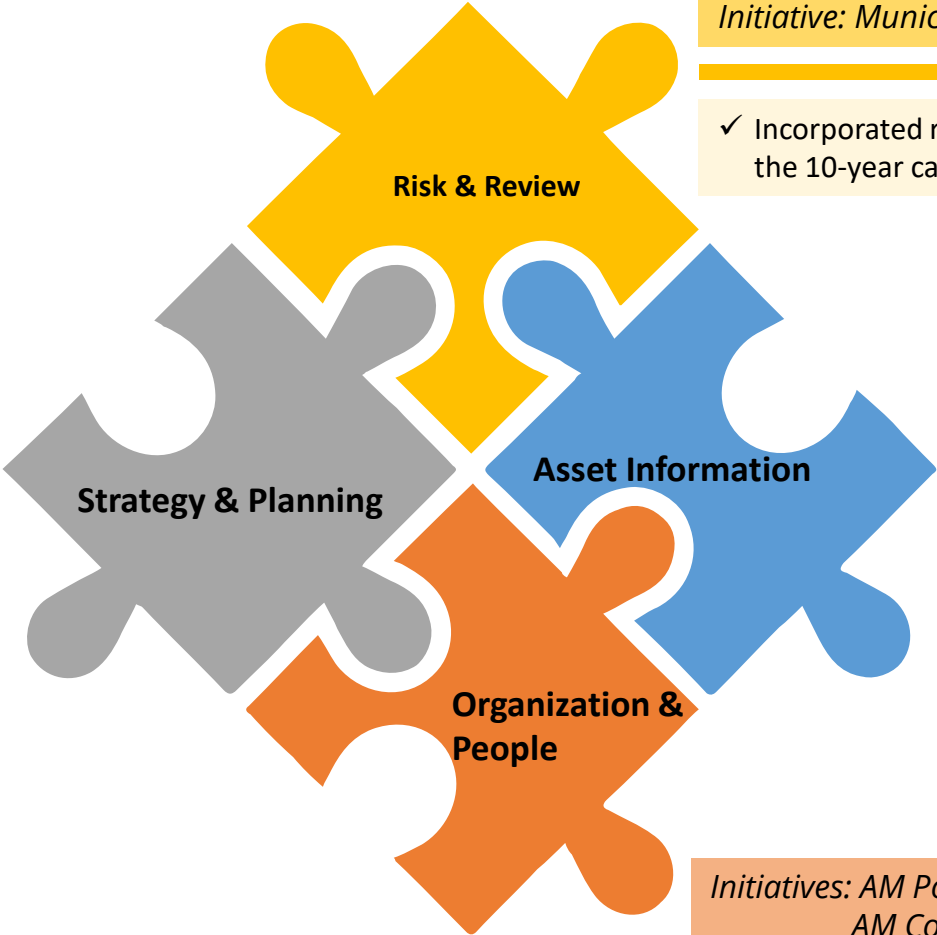


Value in Million

Figure: City's Overall Asset Condition



Areas We Worked On



Initiative: AM Strategy & Roadmap

- ✓ *Developed a set of actions to improve the City's AM practices*

Initiative: Municipal Risk Register

- ✓ *Incorporated risk score when completing the 10-year capital plan*

Initiative: State of Assets Report

- ✓ *Documented what assets do we own, what did it cost and what condition is it in?*

*Initiatives: AM Policy Update
AM Committee Terms & Reference
Staff Attended IAMA workshops*

- ✓ *Increased AM awareness among staff and Council members*

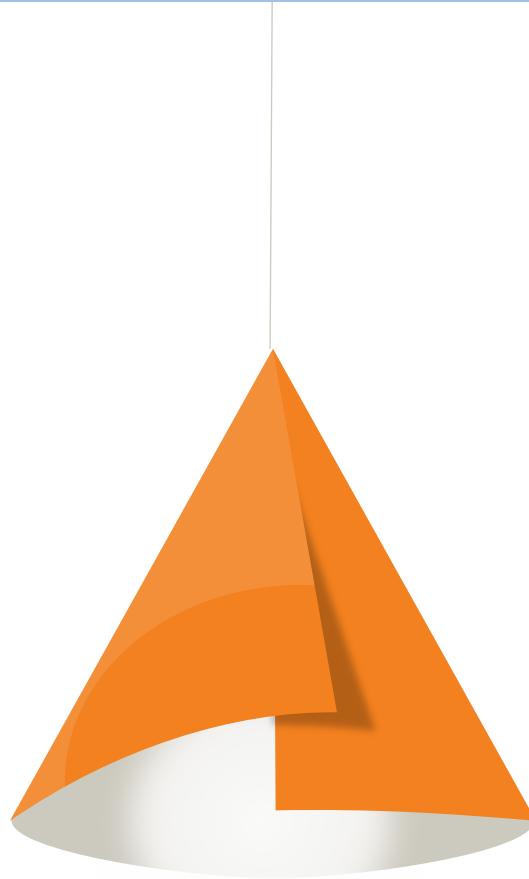


- FCM AM readiness scale progress
 - Moved from level 1 to 3 in terms of people and leadership
 - Our AM team is permanent and tasked with guiding and supporting AM initiatives
 - Our AM team is accountable for implementing the AM program
 - AM roles and responsibilities are included in the job description
 - Council champions AM as a core business function
- Supported the City to make informed decisions
 - Municipal risk register score helped to plan and make recommendations more effectively
- Improved awareness regarding AM
 - Learned about the current state of assets and future improvement action items
 - Communicating with the Council helped to continue to get their buy-in





Asset Management is a journey not a destination



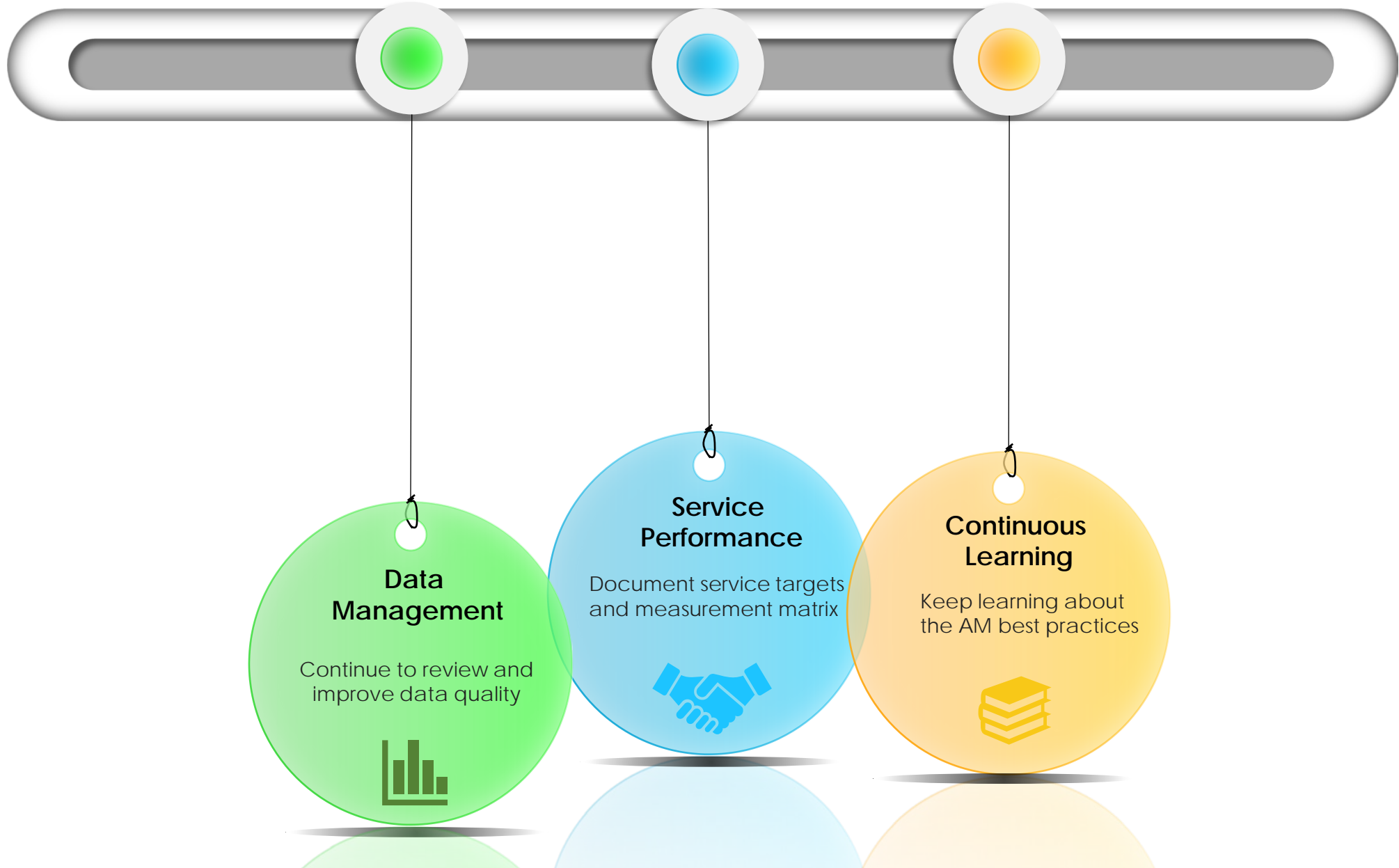
It's a team sport, so involve staff and council members to get everyone's buy-in



Utilize available resources to move forward in the AM journey

(i.e. FCM grant, workshops hosted by the IAMA, Alberta Municipal Affairs AM toolkit and handbook, etc.)





Thank You For Your Time!

Presenter Name

Title

City of Brooks

Contact Information

Presenter Name

Title

City of Brooks

Contact Information