

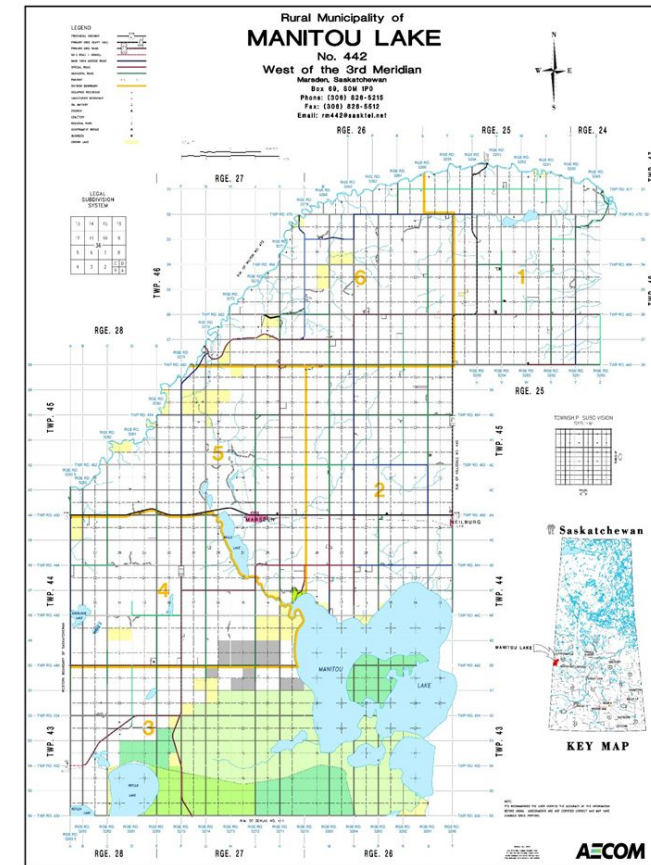


Asset  
Management  
In  
Rural  
Saskatchewan



# About us:

- Incorporated December 1910
- 315 square miles
- Approximately 250 miles of developed roads
- 75 miles of roads are high volume(oil industry)
- Roads are mainly gravel
- 15 miles are hot mix surfaced
- 4 bridges
- 320 miles are undeveloped
- 2016 Tax Levy: \$4.8 million
- 2022 Tax Levy: \$3.2 million



# Our AM Journey

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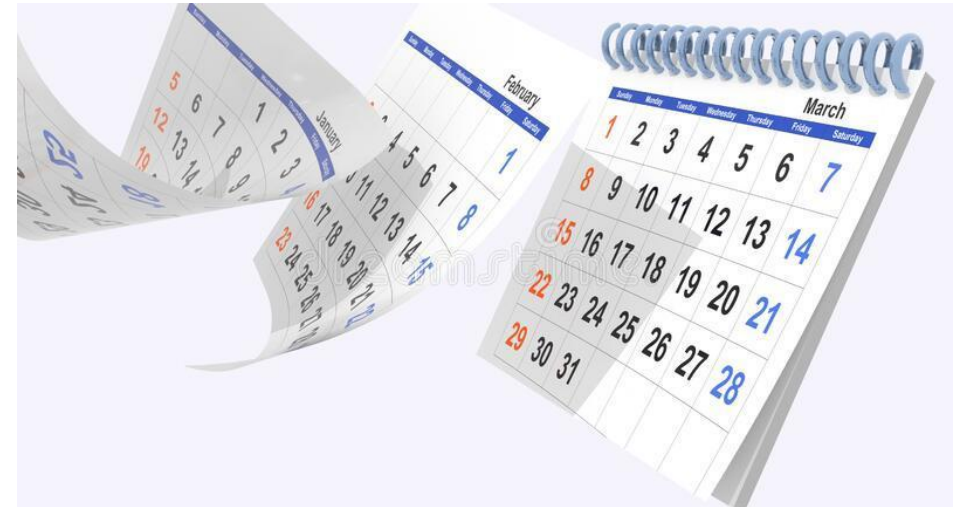
- NAMS Face to Face training in 2012
- Heavy Haul High Volume Roads – 75 miles
- Completed the HHHV AMP August 2016 (hired consultant)
- CAO involvement in AM-SK
- Reeve, Foreman, CAO training



# Barriers

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- Time
  - Needed to commit
- Data validity, data improvement
  - Staff involvement
- Council knowledge & support
  - Training
- Council changes
- Staff knowledge & support
  - Training
- Common Language
- Continuum of knowledge





# Challenges

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- Reactive vs Proactive
- Economic downturn
  - Service delivery decisions
  - Road Improvement Level 2 ➡ \$30 – 50 Million
    - 201 miles of road are at a Level 3 or lower
  - Road Improvement Level 3 ➡ \$7 – 8 Million
    - 33 miles of road are at a Level 4 or lower
- Remember the Tax Levies?



# Crucial Conversations

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## ➤ Levels of Service:

- What people want VS What we are able to or are willing to provide.
- What the RM desires VS What can the RM afford.

## ➤ Risk Management

- What could happen if we don't ..... or do...?

## ➤ Life Cycle Costs

- Pavement vs Gravel

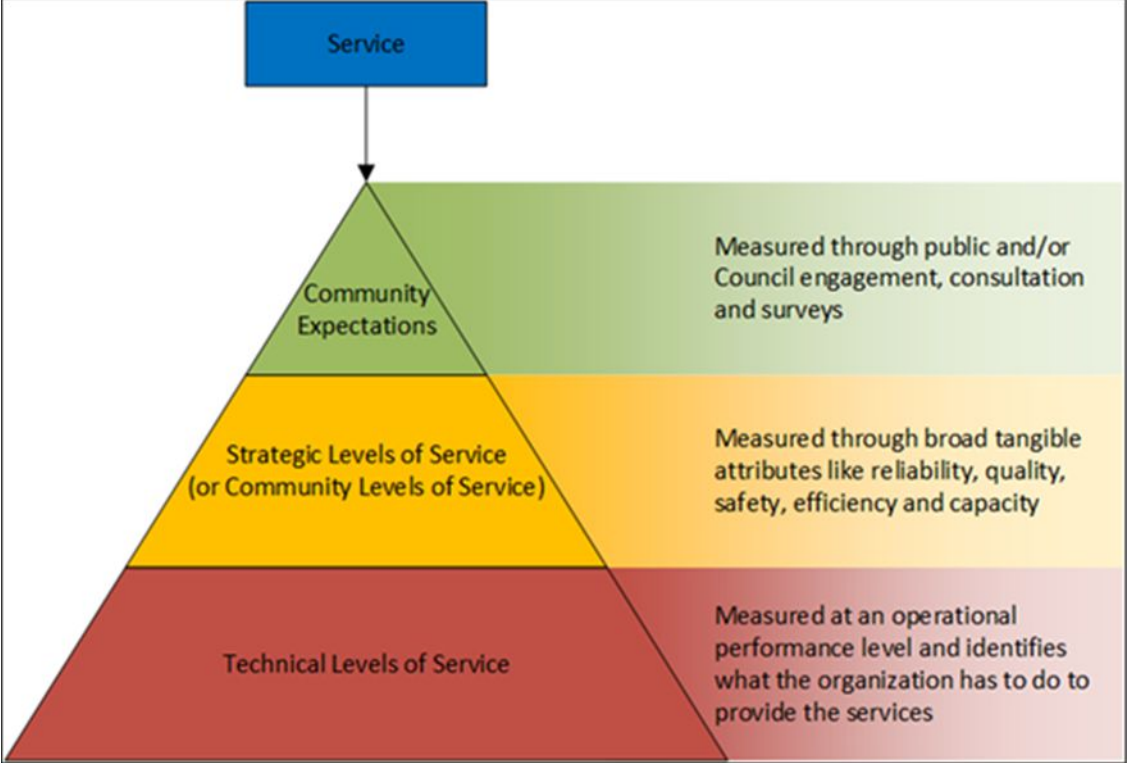


# Led to

- Training – AM-SK, NAMS Canada, FCM/MAMP
- Asset Management Readiness Scale
- MAMP Funding
  - Council & Staff training



# Levels of Service & Risk Workshop



		Consequence				
		Negligible 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Likelihood	5 Almost certain	Moderate 5	High 10	Extreme 15	Extreme 20	Extreme 25
	4 Likely	Moderate 4	High 8	High 12	Extreme 16	Extreme 20
	3 Possible	Low 3	Moderate 6	High 9	High 12	Extreme 15
	2 Unlikely	Low 2	Moderate 4	Moderate 6	High 8	High 10
	1 Rare	Low 1	Low 2	Low 3	Moderate 4	Moderate 5



# Accomplishments

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- Road Condition Rating System
- Foreman Certificate in AM Planning
- Improved data
- Council knowledge & support
- Strategic Asset Management Plan
- AM Plans for Pavement, Roads, and Bridges
  - Buildings and Equipment Plans in progress

# AM Continuum

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- Assess current AM processes
- Review & update AM Plans
- Refreshers with Council & Staff
- Long-term Financial Planning



# AM Continuum

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- Knowledge capture
- Cross-functional team
- Climate Change
- Momentum



# Thank you!

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Joanne Loy, CAO  
RM of Manitou Lake #442

[Jloy.rm442@sasktel.net](mailto:Jloy.rm442@sasktel.net)





## AM-SK & THE MUNICIPAL ASSET MANAGEMENT PROGRAM

**2017:** FCM launched the Municipal Asset Management Program, a 5-year, \$50 million-dollar program funded by Infrastructure Canada.

**The Goal:** Enable the adoption and improvement of asset management processes across Canada's municipal sector.

**2017:** Asset Management Saskatchewan is established as a non-profit organization and contracted by FCM to build awareness and deliver training.

**MAMP 1-4:** AM-SK, with the support of FCM and our Project Partners, has worked to build a community of practice in SK.

### Our Project Partners



This initiative is offered through the *Municipal Asset Management Program*, which is delivered by the Federation of Canadian Municipalities and funded by the Government of Canada.

## WHAT DOES ASSET MANAGEMENT SASKATCHEWAN DO?

### Building awareness & delivering asset management training:

1,074 Awareness Video plays

Over 2,000 free webinar participants

In-person NAMS+ workshops ♦ 860 participants

Virtual face-to-face NAMS+ workshops ♦ 91 participants

Self-paced online courses ♦ 114 completions

Advocacy through conferences, webinars, and workshops

## WHY DOES AM-SK ADVOCATE FOR ASSET MANAGEMENT TRAINING?

We want to help you *build organizational ability and independence* so that you can develop and manage your own Asset Management Plan, rather than relying on external solutions.

*The goal of our training is to share with your organization everything you need to know, not everything there is to know.*

If you build your Asset Management plans and processes yourself, from the ground up, you will *know* them.

If you know them, you will be able to *monitor and manage* them.

In return, your Plan and processes will *provide your Community with resiliency and sustainability*, now and into the future.

## WHY IS AM-SK HERE IN ALBERTA TALKING ASSET MANAGEMENT?



### The Alberta Saskatchewan Connection





## **HARD-EARNED INSIGHTS: THE STORY OF ASSET MANAGEMENT IN SK**

**We have learned a lot from MAMP 1 to MAMP 4!**

**There has been a lot of iteration and evolution since 2017.**

**Like with everything else, Covid had an impact on how AM-SK delivered training.**



**In MAMP 3 we moved to online, self-paced courses and virtual, interactive workshops.**

## WHY IS AM-SK ADVOCATING FOR TRAINING IN



IAMA and AM-SK are both collaboration partners with FCM.

We see ourselves as part of the big picture, but specifically targeted for the smaller municipalities.

When we were forced to go online, we ended up building something that isn't constrained by geography.

We can scale our training to benefit others, so why wouldn't we?

# THE ASSET MANAGEMENT SASKATCHEWAN TRAINING CONTINUUM

1

## THE LEARNING PATH TO ASSET MANAGEMENT READINESS COURSE

Tailored to small urban and rural municipalities as the first step on our training continuum.

Non-technical training appropriate for both Council and Staff.

Delivers what you need to know, not everything there is to know about Asset Management.

Online, self paced, 6-8 hrs effort

Available until Nov 30, 2023

2

## THE ASSET REGISTER & THE INITIAL STATE OF THE INFRASTRUCTURE REPORT (SOTIR) COURSE

Technical capacity-building training targeted for Staff, who will input and work with data.

Provides a simple approach to using your data to inform decision-making.

Uses a custom, cloud-based tool to create compelling, visual outputs based on your data.

Online, self paced, 6-8 hrs effort

Available until Nov 30, 2023

3

## NAMS+ ASSET MANAGEMENT TRAINING WORKSHOPS

The final step on the AM-SK training continuum.

Technical capacity-building training targeted for everyone on your Asset Management team who is involved with planning and decision-making.

Builds on the basics and gives you access to the NAMS+ tools.

6-2 hr Virtual Workshops

Fall 2022: Oct 25 - Nov 29

Spring 2023: Apr 4 - May 9

Fall 2023: Oct 24 - Nov 28

# THE LEARNING PATH TO ASSET MANAGEMENT READINESS COURSE

1

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## Learning Path to Asset Management Readiness

I am a first-term Councillor and believe this training to be a good process for improving one's understanding of asset management and then to begin putting it into practice.

*Stuart Gammell, Elected Official - Town of St. Walburg*  
*Review for The Learning Path to Asset Management Readiness*



## Path to a Sustainable Future

Lots of good information and makes you feel like AM is a possibility for all municipalities. Great job!

*Wanda Jones, Elected Official - RM of Lakeview No. 337*  
*Review for The Learning Path to Asset Management Readiness*



## BUILD CAPACITY FOR YOUR MUNICIPALITY WITH LIVE VIRTUAL TRAINING

3

### NAMS+ ASSET MANAGEMENT TRAINING WORKSHOPS

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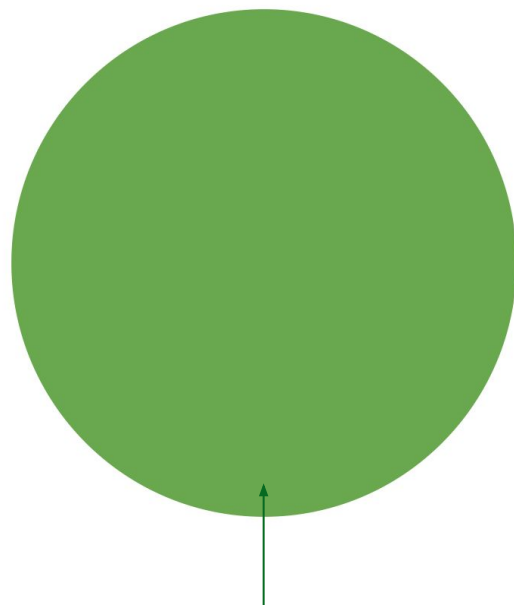
**This course is a must no matter where you are in asset management!!! Anyone, even a seasoned professional, will learn and take something from the course to use or implement.**

This course gives a person another perspective on Asset Management. This course gives you tools and resources to help you start, complete, or revise an AMP. It takes you through the asset management plan, strategy, risks, service levels, climate change, etc. Many resources, tools and information are available before, during and after the course.

*Leah Ward, Assistant Administrator  
Town of Milestone / RM of Caledonia No. 99  
Review for NAMS + Online Asset Management Training Workshop  
Fall 2022*

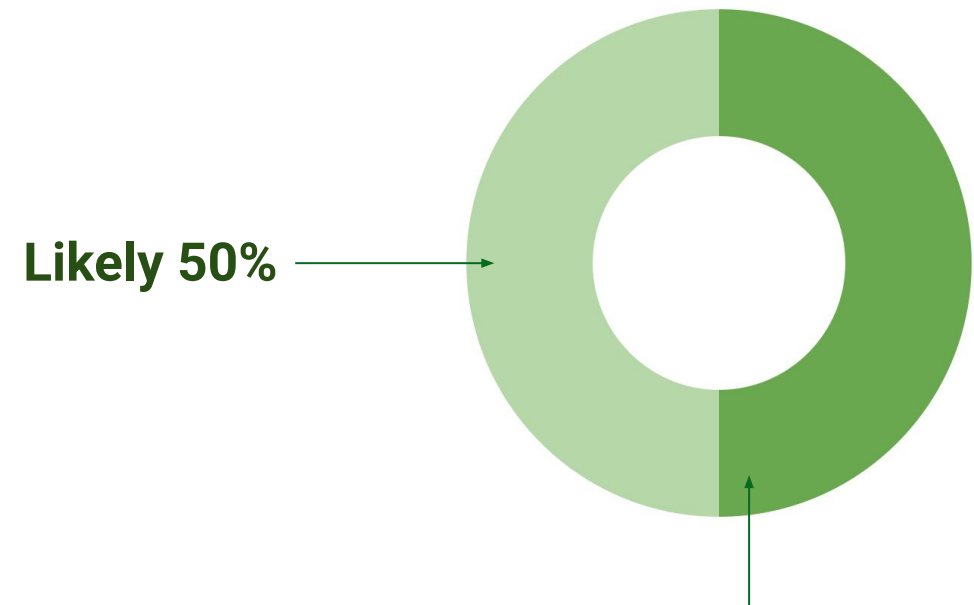
**100% OF OUR LEARNERS WOULD RECOMMEND AM-SK's TRAINING**

How much did the participant's understanding of AM increase?



Understanding increased 100%

How likely would participants be to recommend training to others?



Likely 50%

Extremely likely 50%

## THE WHY... THE WHO... THE HOW...



### The Why

So we heard from Joanne about the **why** Asset Management works - it's achievable, and it's necessary!



### The Who

It's municipalities across Canada, it's you and as many of your team as you can rally!

The **who** is your cross functional team and organizations like AM-SK, FCM, NAMS Canada, and the IAMA.



### The How

Next up we're going to hear from Nicole on **how** it's done, how it flows together.

This is the basis of our training and what the "page" we're trying to get everyone on looks like.



# Who is NAMs Canada?

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- NAMs Canada is a Canadian not for profit organization
- Deliver international best in class (IPWEA) tools and training, bespoke for Canadian organizations
- Offer inclusive training, support and mentoring for all participants, regardless of where they are at on their asset management journey
- Provide and support Asset Management tools and templates
  - NAMs +

**TRAINING**

**TOOLS**

**MENTORING**



# Sustainable Service Delivery

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# What is Sustainable Service Delivery?

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There has recently been a lot of focus on AM and I think the main objective of AM is providing sustainable services.

However, delivering services in a sustainable way requires more than just asset management.

# What do we need to consider?

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# Perfect World – Desired Level of Service *May be unrealistic*

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# Current Reality – Affordable Level of Service Is this acceptable ... or can we consider other options?

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# Future Reality – Affordable Level of Service Change can happen based on priorities and affordability?



# Cross Functional Team

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Sustainable service delivery touches many parts of our Organizations, which means:

We need cross functional teams that support these aspects:

- Technical
- Financial
- Senior Management
- Elected Officials
- Fleet Managers

# Cross Functional Team

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But we also need alignment and consistency, through:

- Common approach
- Common terminology
- Defined goals and targets
- Defined timelines and responsibilities

Or else we will have many different directions and approaches within our organizations.

# So Asset Management is Good Management

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BUT WHAT DOES THAT MEAN IN CANADA?





# AM in Canada

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We are starting to see different approaches to encourage / require AM in local governments across Canada

- Access to gas tax (some provinces)
  - Access to federal funding through FCM
  - Legislation (Ontario)
  - Requirements for long term financial planning (BC)
  - Other provincial funding programs linked to AM, Progress in AM, etc
- 
- In Presenting to the GFOA Alberta conference there was discussion on what that might mean for the ***Local Government Fiscal Framework Act in Alberta?***

# What is Asset Management?

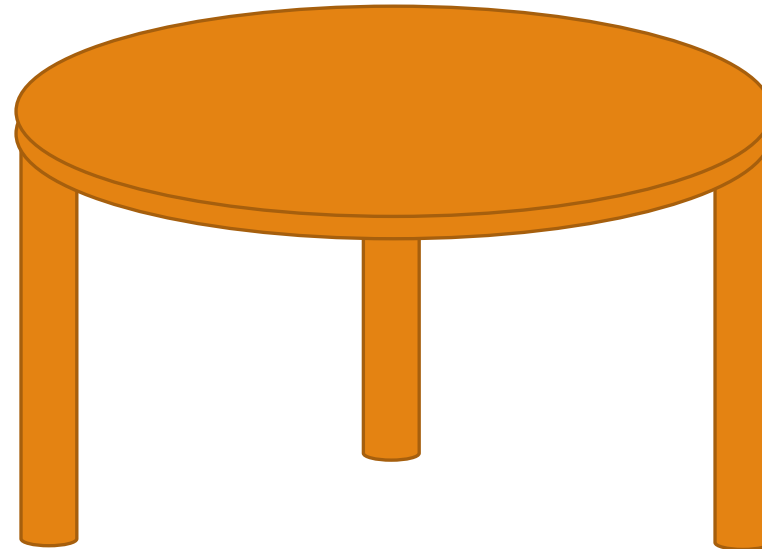
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# Asset Management supports Informed Asset Investment Decisions

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balancing costs, managing risks, and delivering performance

**Performance  
(Service Levels)**



**Costs**

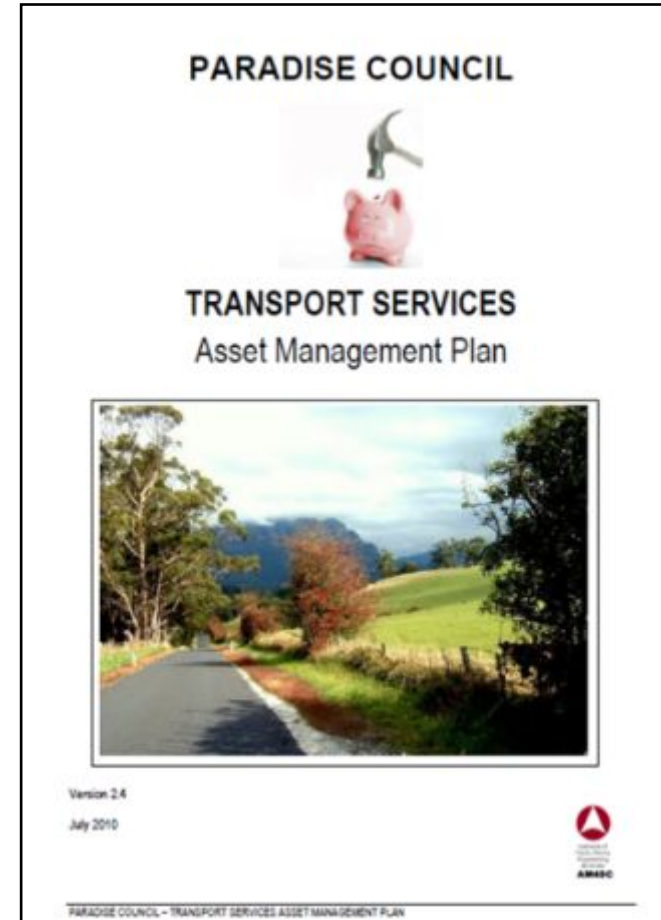
**Risks**

# Asset Management Plan

## Documented information that specifies:

What is required:

- to achieve the objectives of the organization
- explain the consequences of current budget allocations
- provide information/options to support informed decisions



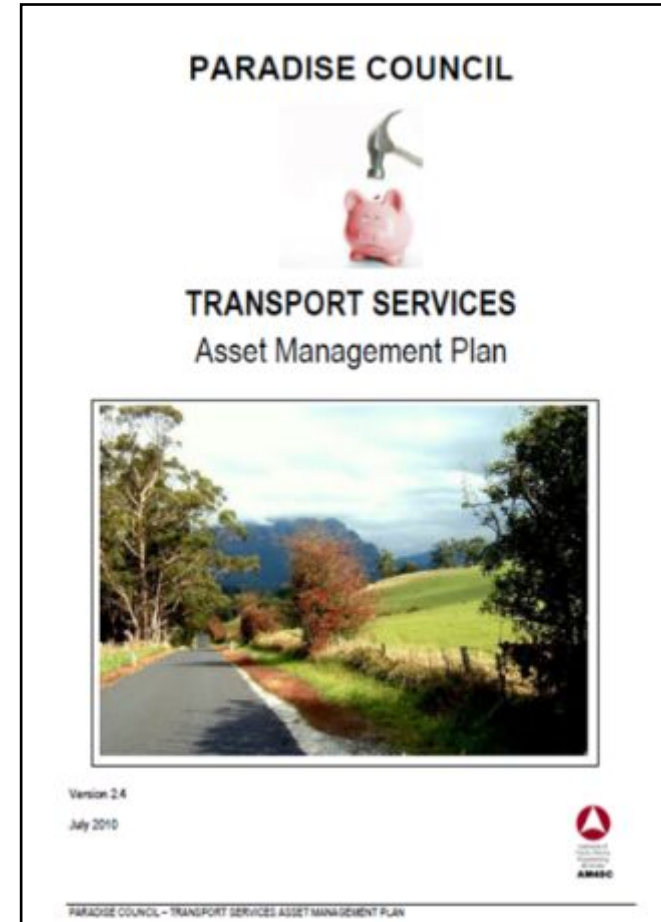


# Asset Management Plan

## Documented information that specifies:

What is required:

- to achieve the objectives of the organization
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# Activities, Resources and Timescales

## Activities - Lifecycle Requirements

- Operations
- Maintenance
- Capital renewal
- Acquisition
- Disposal

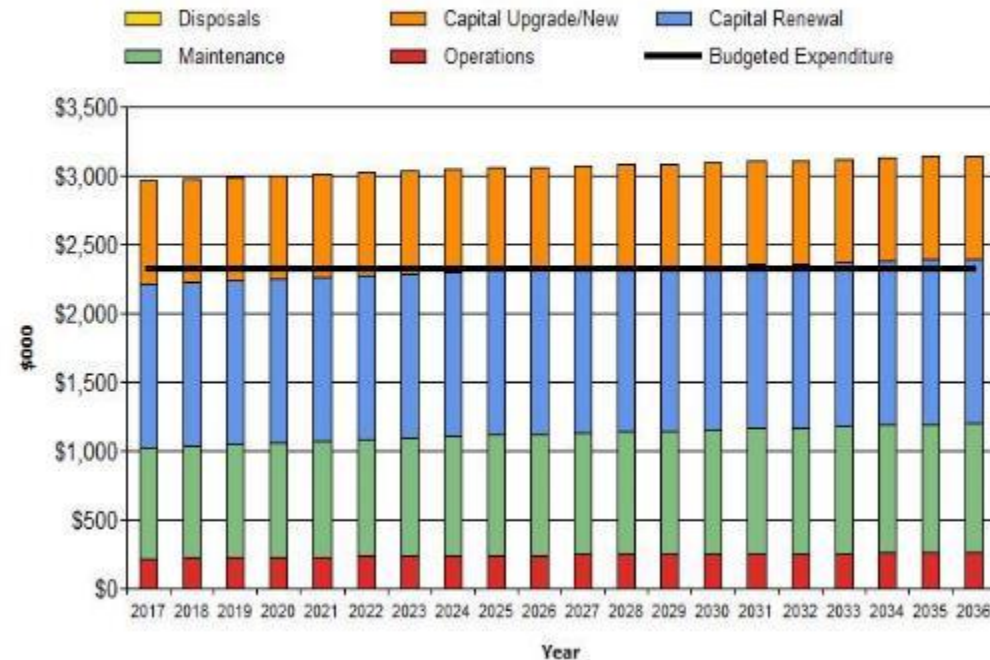
## Resources

- Financing and staffing

## Timescales

- Programs

Sample Council - Projected Operating and Capital Expenditure (Cahoot\_Sample\_S2\_V1)

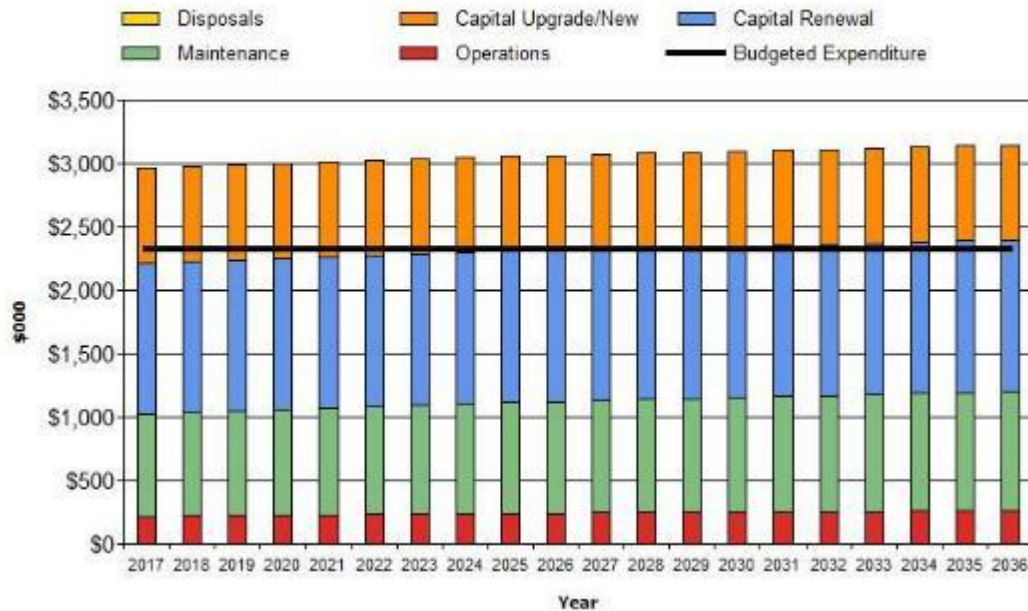


# Achieving the Organization's AM Objectives and Financial

## Sustainability

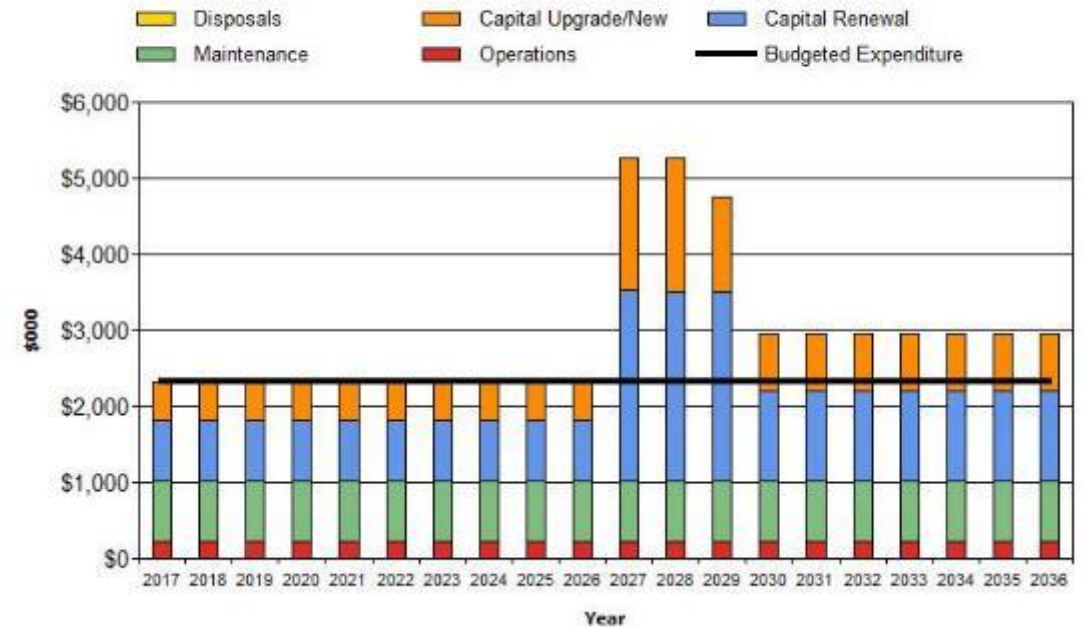
While balancing costs, risks, opportunities and performance

### Sample Council - Projected Operating and Capital Expenditure (Cahoot\_Sample\_S2\_V1)



Projections based on current requirements

### Sample Council - Projected Operating and Capital Expenditure (Cahoot\_Sample\_S3\_V1)

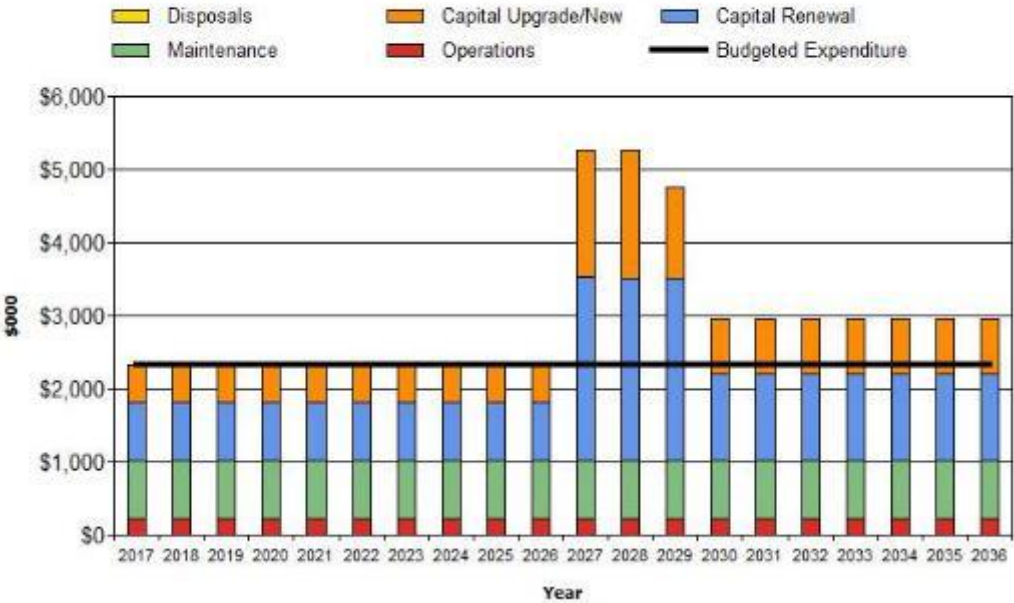


Projections based on planned budgets

# Achieving the Organization's AM Objectives and Service Affordability

While balancing costs, risks, opportunities and performance

**Sample Council - Projected Operating and Capital Expenditure (Cahoot\_Sample\_S3\_V1)**



Projections based on projected requirements and budgets



Deferral of activities and programs



Likely reduction in service level performance



Generation of additional service risks

# Integrating AM

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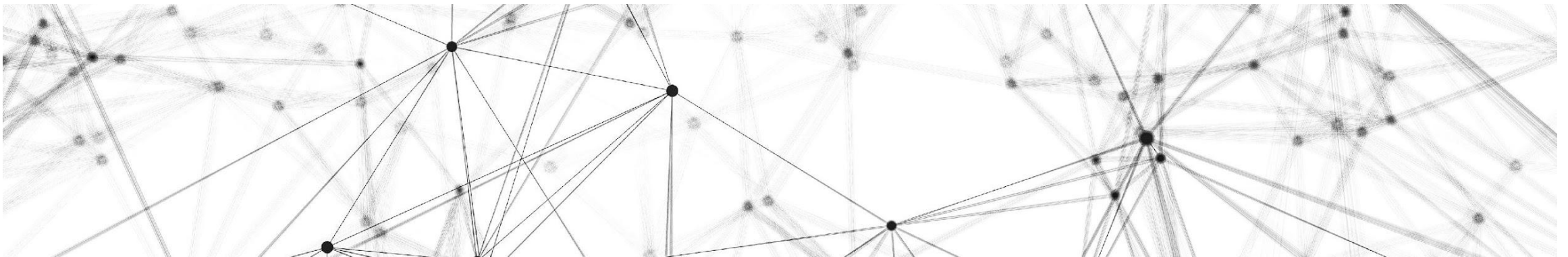


# Integrating Asset Management

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The objective is **making Asset Management real and meaningful** to inform the decisions made by the organization.

Our organizations are complex, so without connecting AM to the other activities and services provided we will not maximize the potential benefits.



# Integrating Asset Management

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Asset Management should provide one of the key inputs into an organizations decision making.



# Integrated Planning Means

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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

# Consistency or not?

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The lack of **consistency is where many great plans have fallen over.**

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

# Simple, all too common, Example

---

## Municipality of Paradise

Financial reporting / financial statement shows organization running a surplus financial position and a **sustainable** long term position





# Simple, all too common, Example

---

Yet, at the same time...

Infrastructure managers claim they don't have enough money to maintain the infrastructure network and the service is expected to

**deteriorate**



# Simple, all too common, Example

---



**How do we expect decision makers to make fully informed decisions with inconsistency in the story?**

# How do you build a cross functional Team?

---

Start with training to ensure consistency, alignment, and common approaches and terminology.

Build maturity across the Organization and **not** just with a single champion

# IPWEA Education Pathway

## AM Basic Concepts

- Asset Management Foundations

## Asset Management Plans

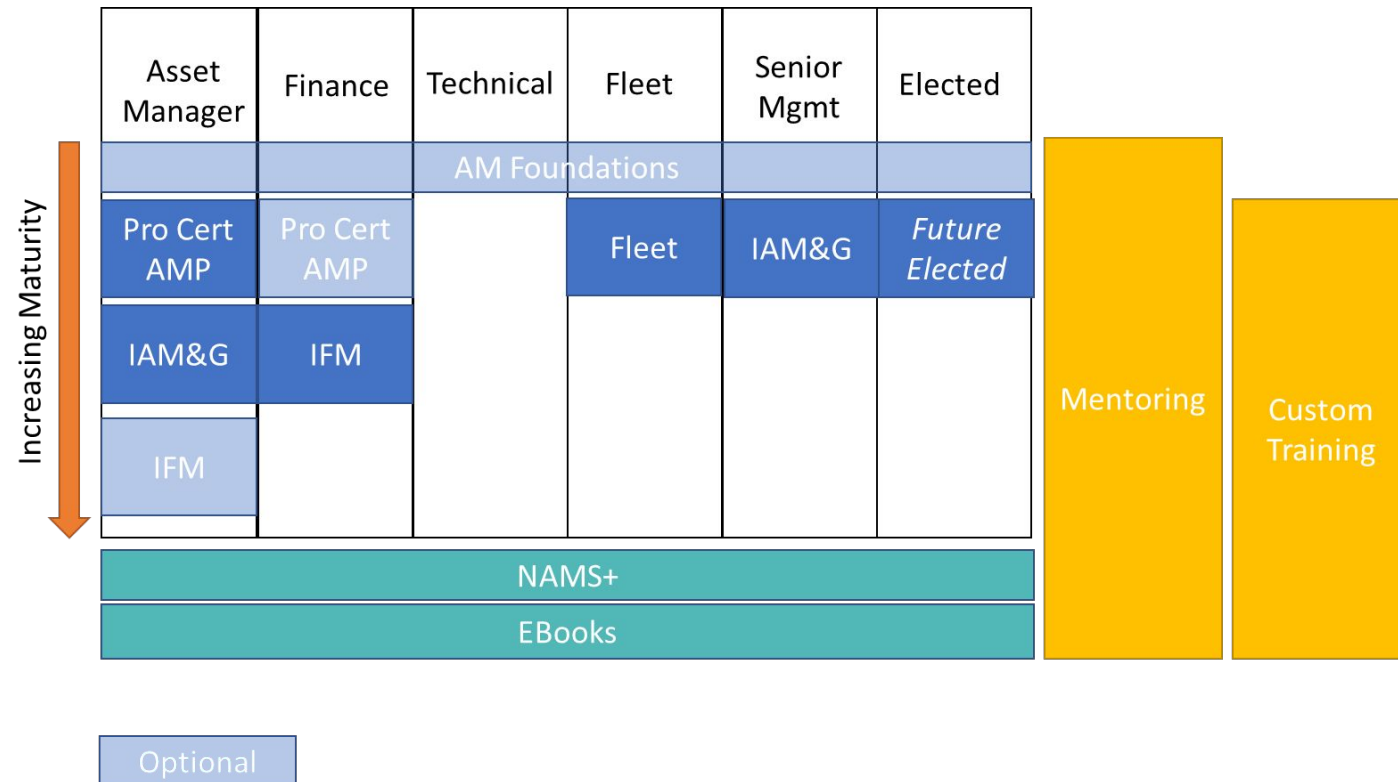
- Pro Cert AMP

## Financial Planning

- Pro Cert IFM

## Governance

- Integrating AM and Governance



# Professional Certificate AMP

Register now for the final MAMP subsidized delivery of the Pro Cert AMP

- Starts March 20
- Register now at
  - <https://www.namscanada.org/namscanada/training/>



**PROFESSIONAL CERTIFICATE IN ASSET MANAGEMENT PLANNING**

Apply your knowledge and develop deep capability in Asset Management with this course.

### WHAT IS THE PROFESSIONAL CERTIFICATE IN ASSET MANAGEMENT PLANNING?

The Professional Certificate is recognized as a global standard in asset management training. It provides hands-on experience using your own data, where participants draft an asset management plan as part of completing the course. We provide a compelling case for employers to support your enrolment and a course designed to support your career in asset management.

NAMS Canada delivers this renowned course, bespoke for Canadians.

- Canadian Mentors
- Canadian Time Zone for Q & A sessions
- Last round with FCM subsidy

WINNER  
LEARNX AWARDS  
2022

We're very pleased to announce that we have won the Diamond Award for Best eLearning Project (Industry Specific) in conjunction with Caltrio Learning for the Professional Certificate in Asset Management Planning.

Study Mode	7 Online Modules
Duration	10 weeks
CPD	50-80 hours
Fees per participant	FCM subsidized Price: \$245 + GST Regular Price: \$2,500 + GST
Questions?	Contact us 1-800-923-7647
Course Commences	March 20, 2023

[Register](#)





# Nicole Allen

NAMS Canada

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**SIGN UP FOR OUR TRAINING AT [learn.assetmanagementsk.ca](http://learn.assetmanagementsk.ca)!**



### THE “LARRY’S KINDA CRAZY” DEAL:

Sign up for “*The Learning Path to Asset Management Readiness*” for \$150 + GST with *unlimited seats* for your whole team

# The CRAZY LARRY deals...

### THE “LARRY’S TOTALLY LOST IT” DEAL:

Sign up for 1 seat for the Spring 2023 NAMS+ Workshop for \$375 + GST

Get up to 3 *additional seats* at \$250 + GST each

Includes:

- ◆ 1-year NAMS+ subscription
- ◆ *Unlimited seats* in The “*Learning Path to Asset Management Readiness*”
- ◆ Up to 3 Contact Hours pre/post-workshop support from NAMS Canada

Email [larry@assetmanagementsk.ca](mailto:larry@assetmanagementsk.ca)  
for your coupon code!

**IN CLOSING, FROM JOANNE, LARRY, & NICOLE ...**

**To our hosts, IAMA,  
and to you for your time...**

**Thank you!**

### Our Project Partners

This initiative is offered through the *Municipal Asset Management Program*, which is delivered by the Federation of Canadian Municipalities and funded by the Government of Canada.

