

# Asset Management at the City of Lethbridge

Presented by:  
Blair Richter  
Asset Manager



CITY OF  
*Lethbridge*

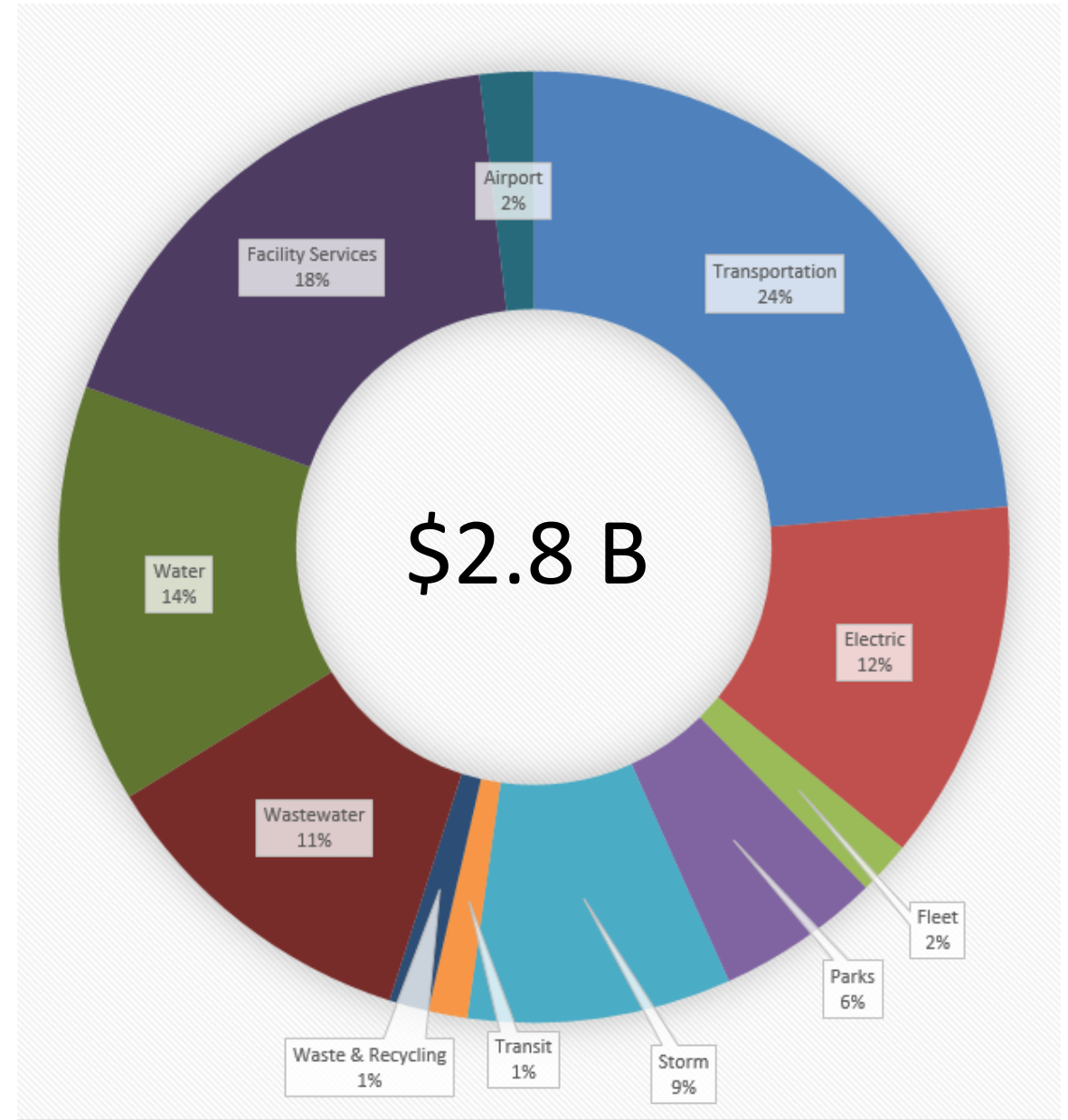
# Agenda

- 1) Current Context
- 2) History
- 3) Lessons Learned



# Current Context

- \$28,065 / citizen
- \$888,888 / square city block
- 31 years remaining (average)
- 14% in critical condition



# Asset Management Team

## Infrastructure Services

- Asset Management
- Electric
- Electric Operations
- Fleet Services
- Parks Management
- Public Operations
- Transportation
- Urban Construction
- Utility Services
- Waste & Recycling
- Water, Wastewater & Stormwater
- Planning & Development Services
- Customer Services
- Inspection Services

**Blair Richter**  
Asset Manager

**Mike McTavish**  
Asset  
Management  
Coordinator

**Byron Chatters**  
Asset  
Management  
Specialist

**James Nicholls**  
Asset  
Management  
Specialist

# Asset Management



CITY OF LETHBRIDGE

## Asset Management Plan

VERSION 1.0  
MARCH 2019

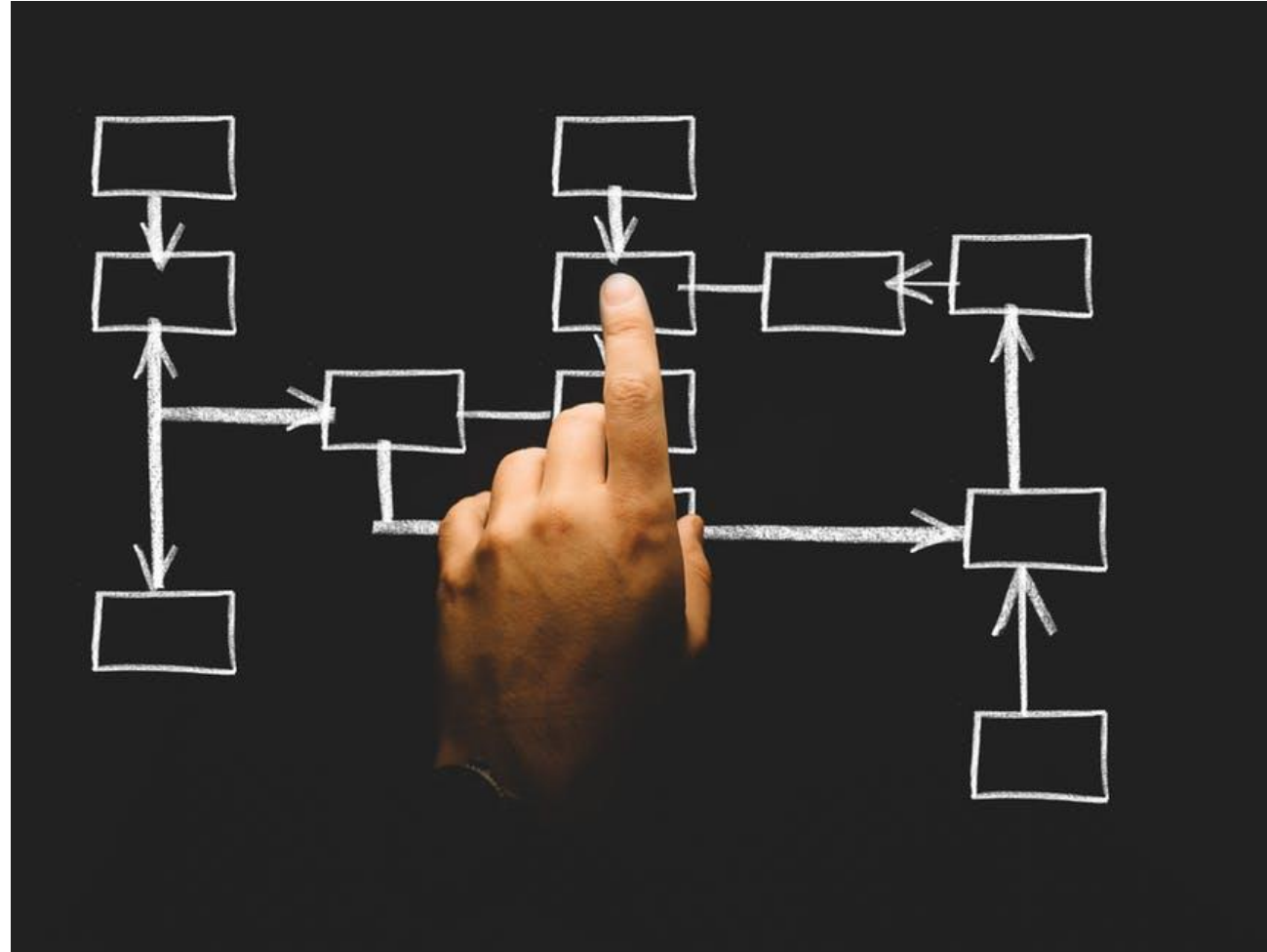
# Project Management



# System Administration

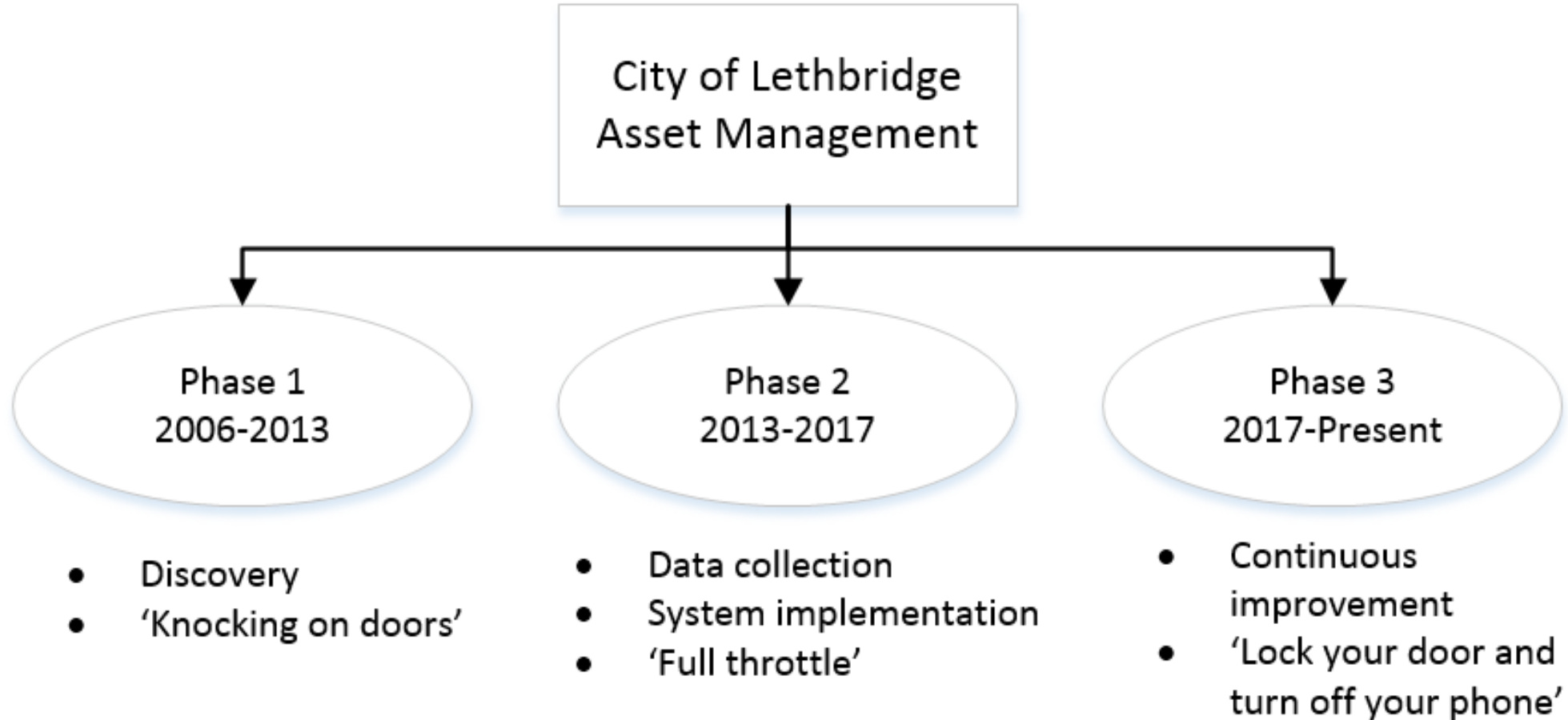


# Business Analysis





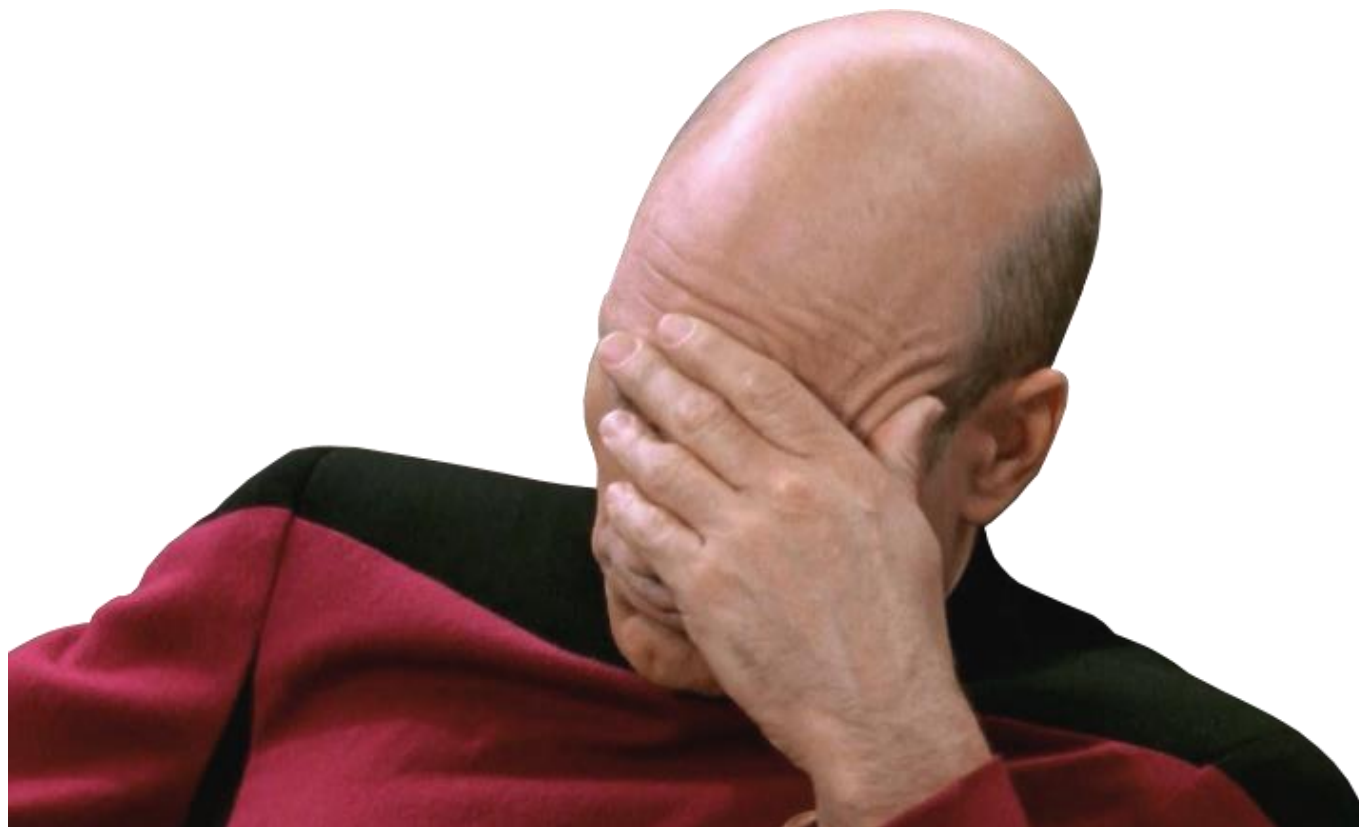
# History



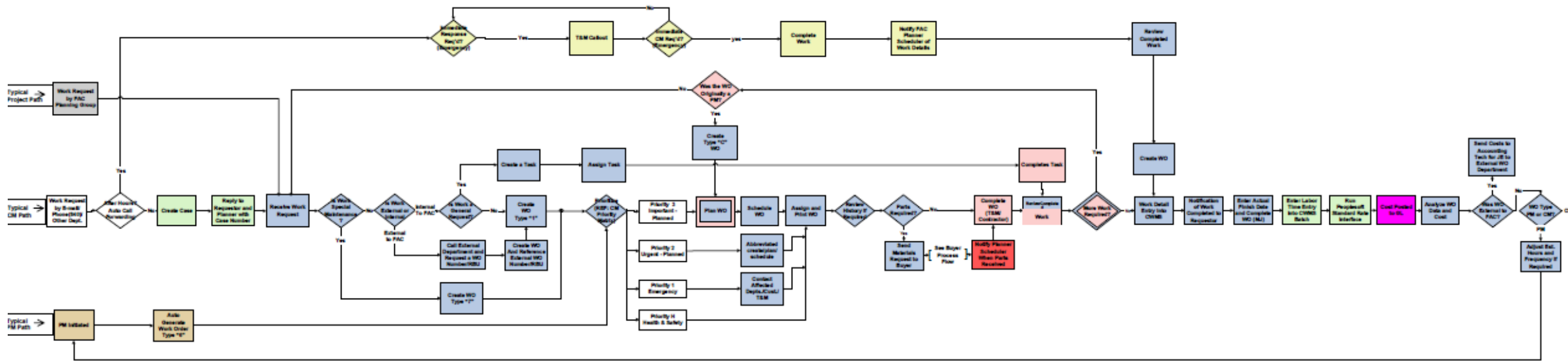
# Phase I - Education



# Building Relationships



# Current Processes



# Current Processes



# JD Edwards

- Asset Management was responsible for:
  - Capital Asset Management (CAM) module
  - Customer Relationship Management (CRM) module

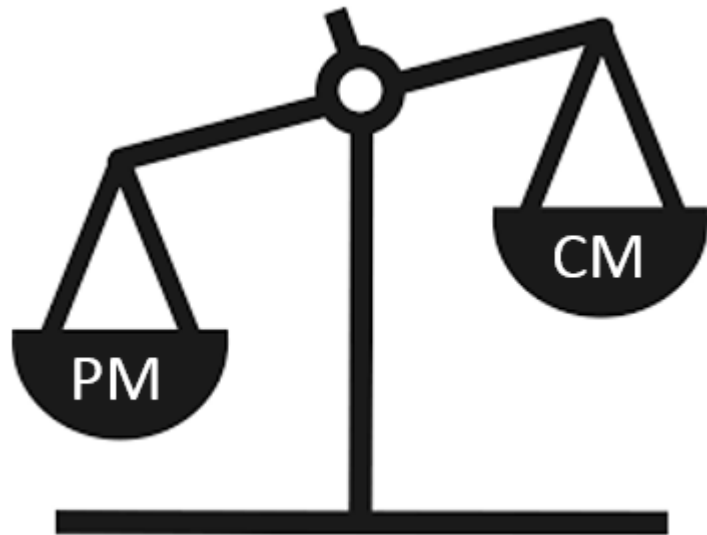


# JD Edwards



# JD Edwards

- Built inventories in JD Edwards
- Created PM schedules



Unit Number	Model WO	EQUIP DESCRIPTIONS/HIERARCHY
		X X X X X X X
057 BLDG	10382	Animal Shelter
057ARCH		Architectural
057ENVSYS		Building Envelope
057WINDOW		Windows
057ROOF		Roof
057CLSYS		Closures
057DRSINT		Interior Doors
057DRSEXT	10357	Exterior Doors
057OHD		Overhead Doors
057OHD0001	10335	Overhead Door 1
057OHD0001	10317	Overhead Door 1
057OHD0002	10335	Overhead Door 2
057OHD0002	10317	Overhead Door 2
057MECH		Mechanical
057HVACSYS		HVAC
057DUCTING		Ducting
057DCT0001		Ducting Fresh Air Intake
057RFG		Air Conditioners
057RFG0001	10342	Air Conditioner 1
057RFG0001	10326	Air Conditioner 1
057RFG0001	10347	Air Conditioner 1



# Baseline Assessments

## Strategy

- Overall Strategic Planning
- Asset & Customer LOS
- Corporate LOS
- People Skills
- Technology Planning
- Business Process Mapping
- Future Trends
- Asset Management Plan
- Legal & Regulatory

## Assets

- Asset Registry
- Asset Knowledge
- Data Maintenance
- Business Applications
- Technology System Integration
- Asset Investment Plans
- Risk Framework

## People Effectiveness

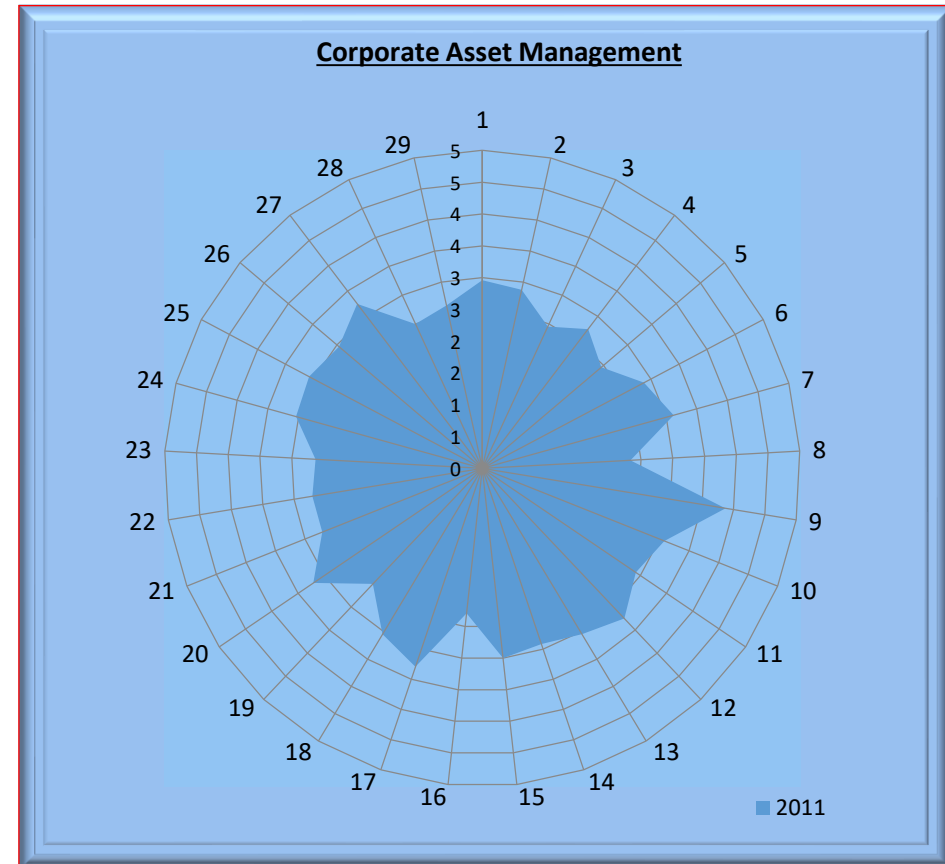
- Asset Management Leadership
- Roles & Responsibilities
- Learning and Development
- Communication and Information Sharing
- Continuous Improvement
- Knowledge Retention and Succession Planning

## Business Processes

- Capital Projects
- Operations Management
- Maintenance Management
- Materials Management
- Financial
- Asset Process Flow
- Asset Management QA

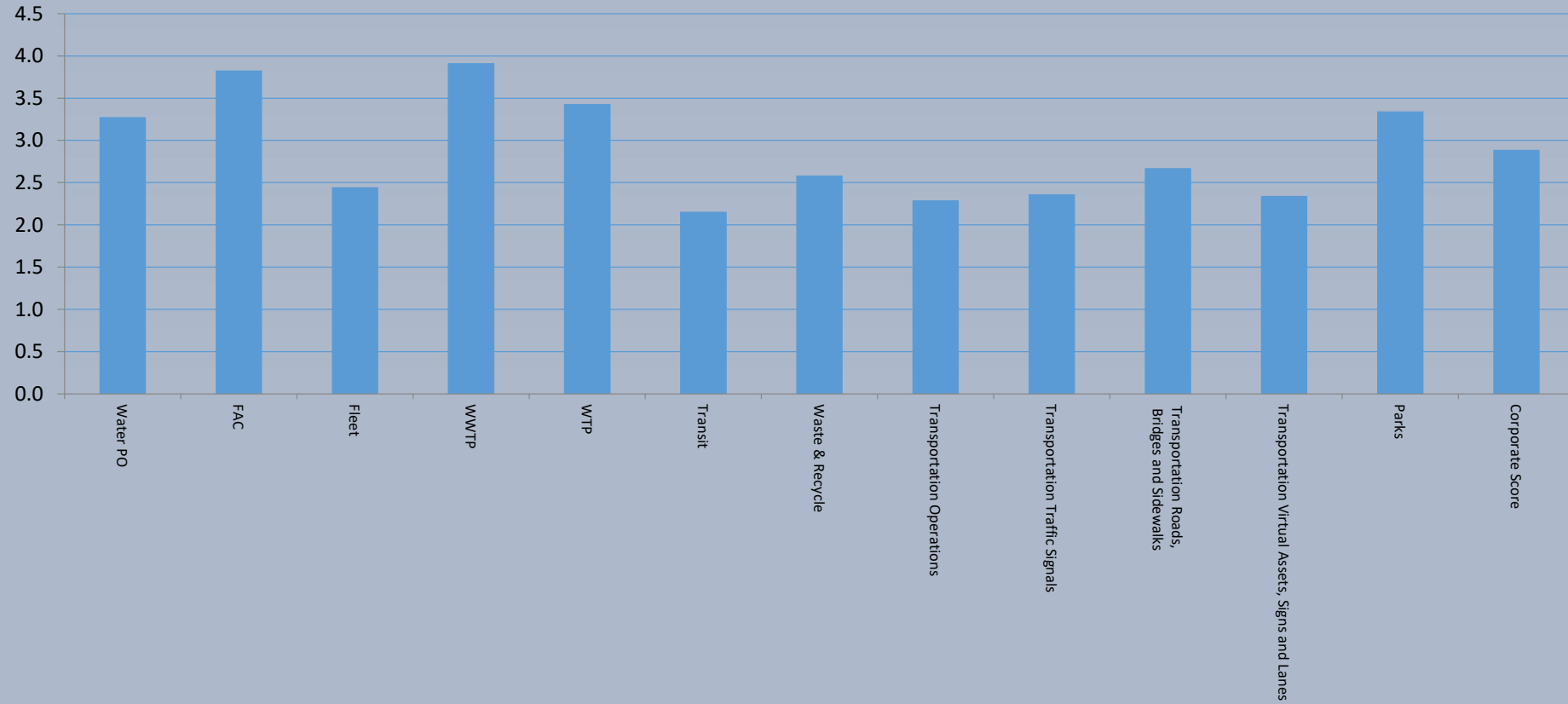
# Baseline Assessments

Item #	Asset Management Focus Area	Corporate Score 2011
<b>Strategy</b>		
Q1	Overall Strategic Planning	3.0
Q2	Asset & Customer Levels of Service	2.9
Q3	Corporate LOS & Targets	2.5
Q4	People Skills & Competencies Master Planning	2.8
Q5	Technology Assets Planning	2.5
Q6	Business Process Mapping	2.9
Q7	Future trends (Impact of growth)	3.1
Q8	Asset Management Plan and Master Plans	2.3
Q9	Legal, Regulatory & Statutory Requirements	3.9
<b>Assets</b>		
Q10	Asset Registry	3.1
Q11	Asset knowledge	2.9
Q12	Data Maintenance	3.3
Q13	Business applications	3.0
Q14	Technology Systems Integration	2.9
Q15	Asset Investment Plans (AIP)	3.0
Q16	Risk Framework - BU level and Asset level	2.3
<b>People Effectiveness</b>		
Q17	Asset Management Leadership & Governance	3.3
Q18	Roles & Responsibility	3.0
Q19	Learning and Development	2.5
Q20	Communication and Information sharing	3.2
Q21	Continuous improvement culture (sustainability)	2.7
Q22	Knowledge retention & Succession planning	2.7
<b>Business Processes</b>		
Q23	Capital projects - Planning, design & construction	2.6
Q24	Operations Management	3.0
Q25	Maintenance Management	3.1
Q26	Materials Management	3.0
Q27	Financial	3.3
Q28	Asset Process Flow	2.5
Q29	Asset Management Quality Assurance	2.6
<b>Corporate Average Score</b>		<b>2.9</b>

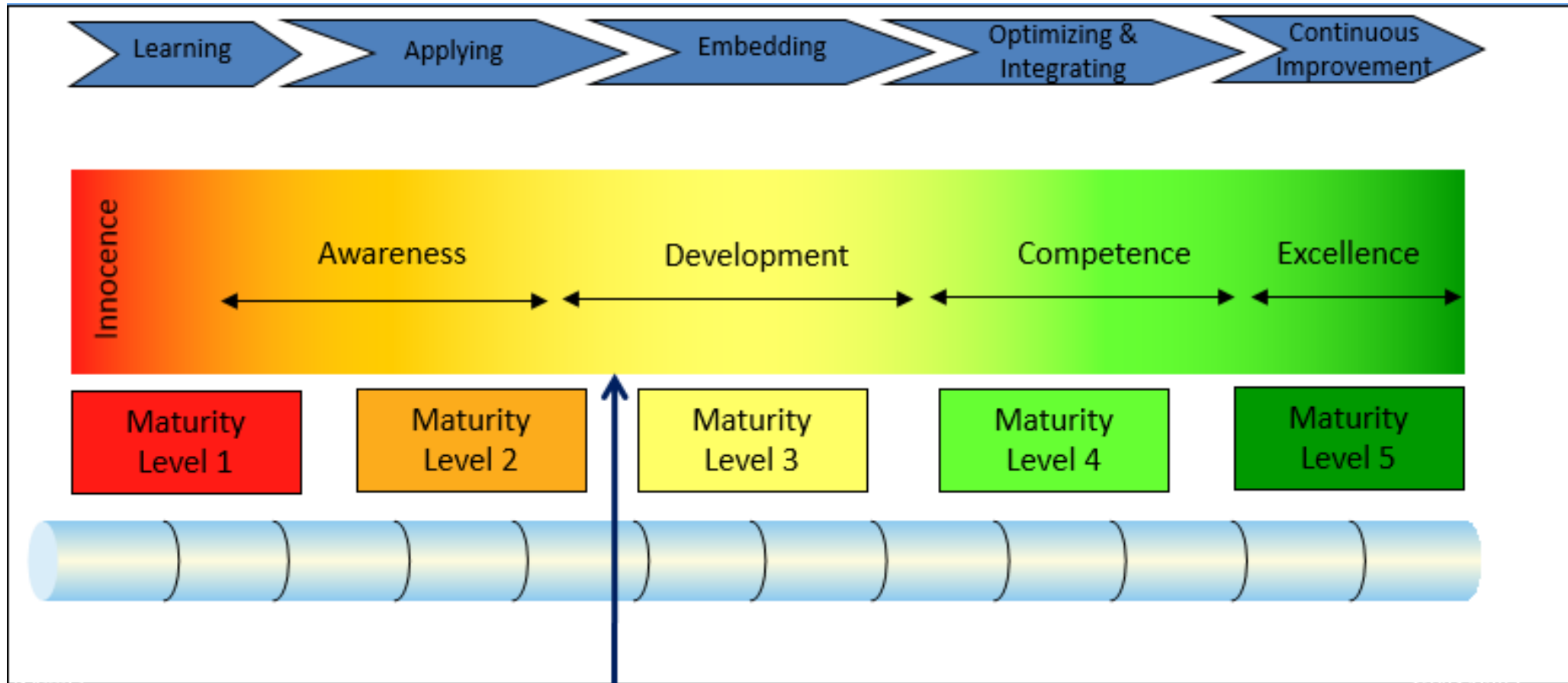


# Baseline Assessments

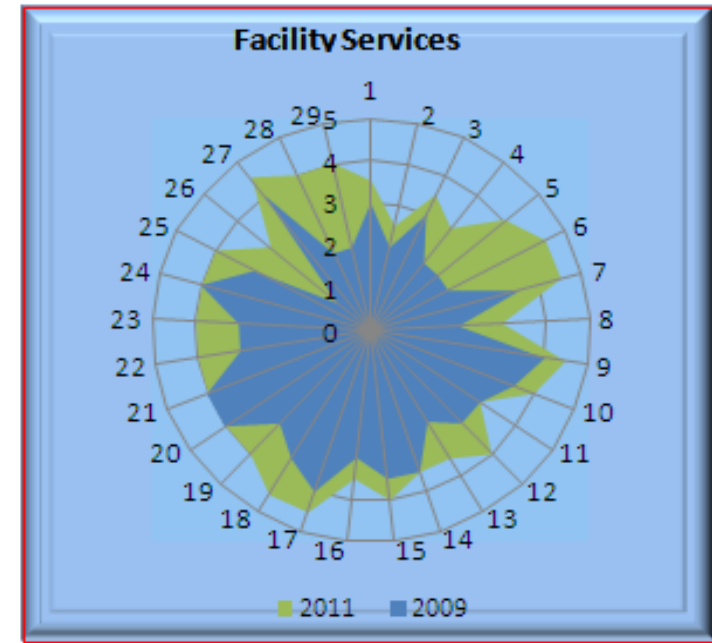
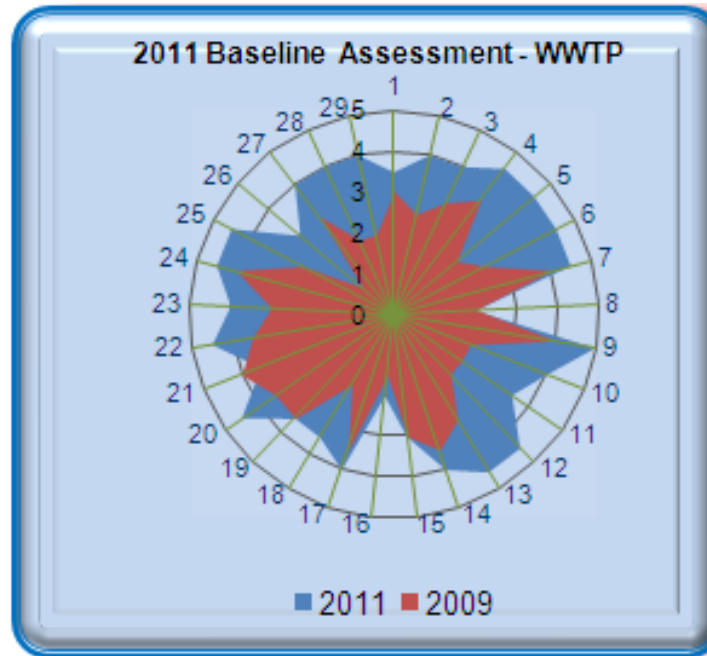
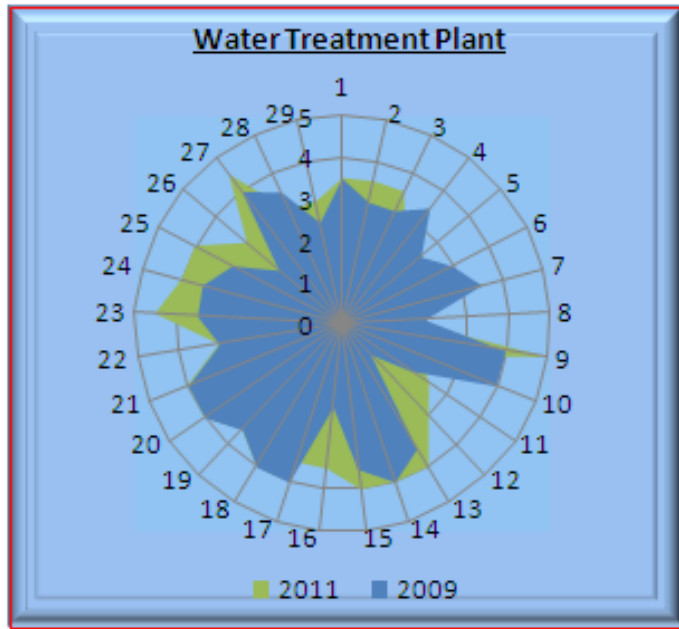
## Business Unit Baseline Assessment



# Baseline Assessments



# Baseline Assessments



# Re-Evaluate



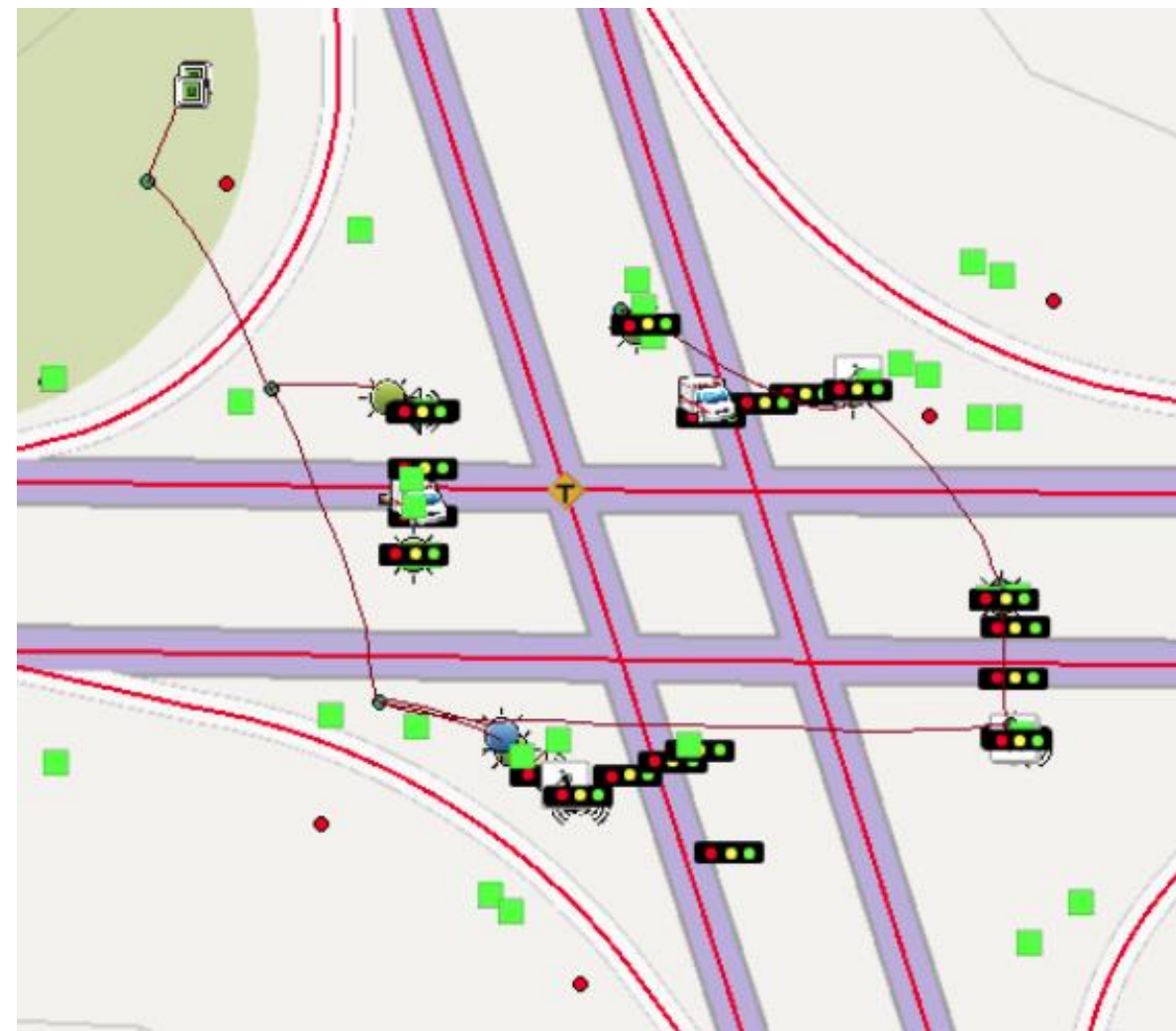
# Phase 2

New Leadership

New Vision

New Opportunities

# GIS





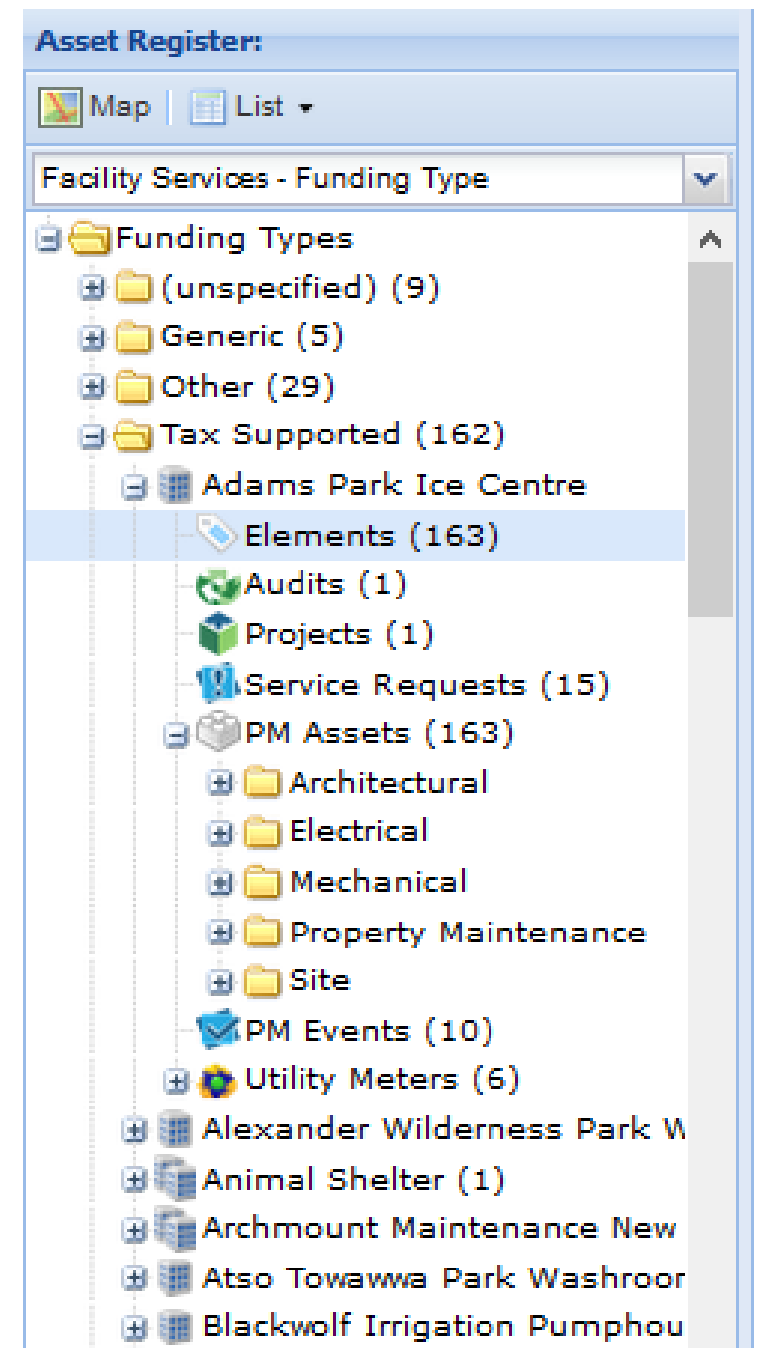
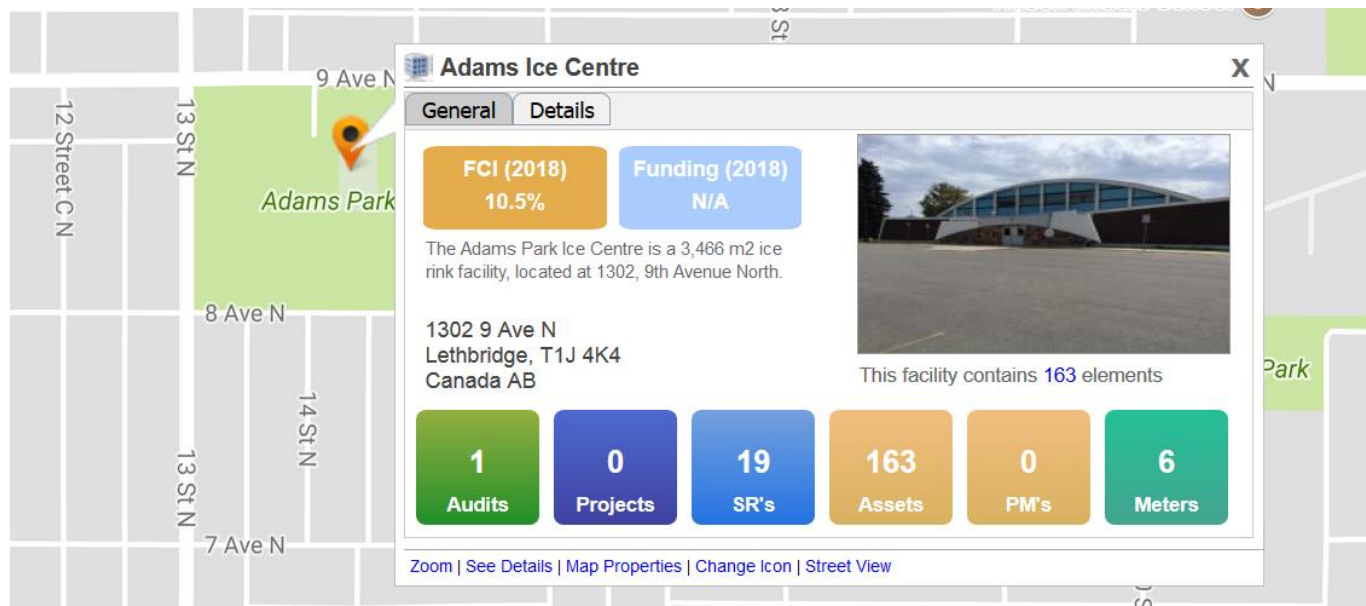
# GIS

- Increased staff
  - Term employees
  - Summer students
  - Modified duties employees



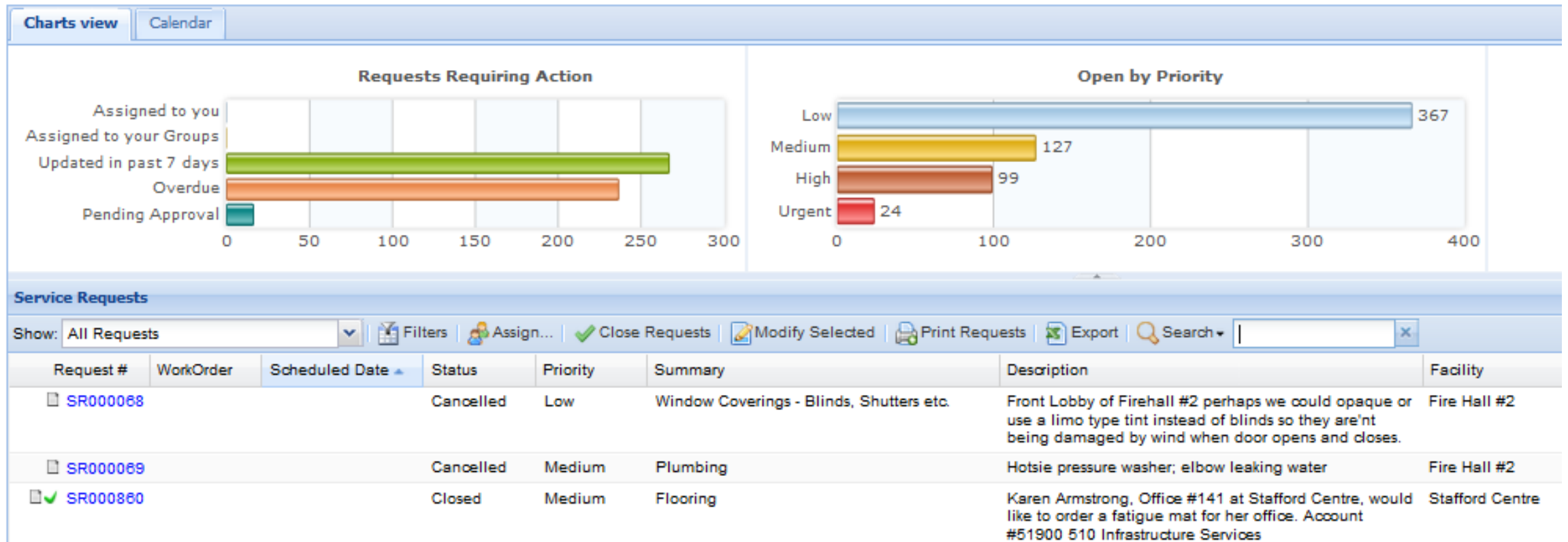
# Asset Planner

- In 2013 Asset Planner was implemented for Facility Services
- City building and equipment inventory



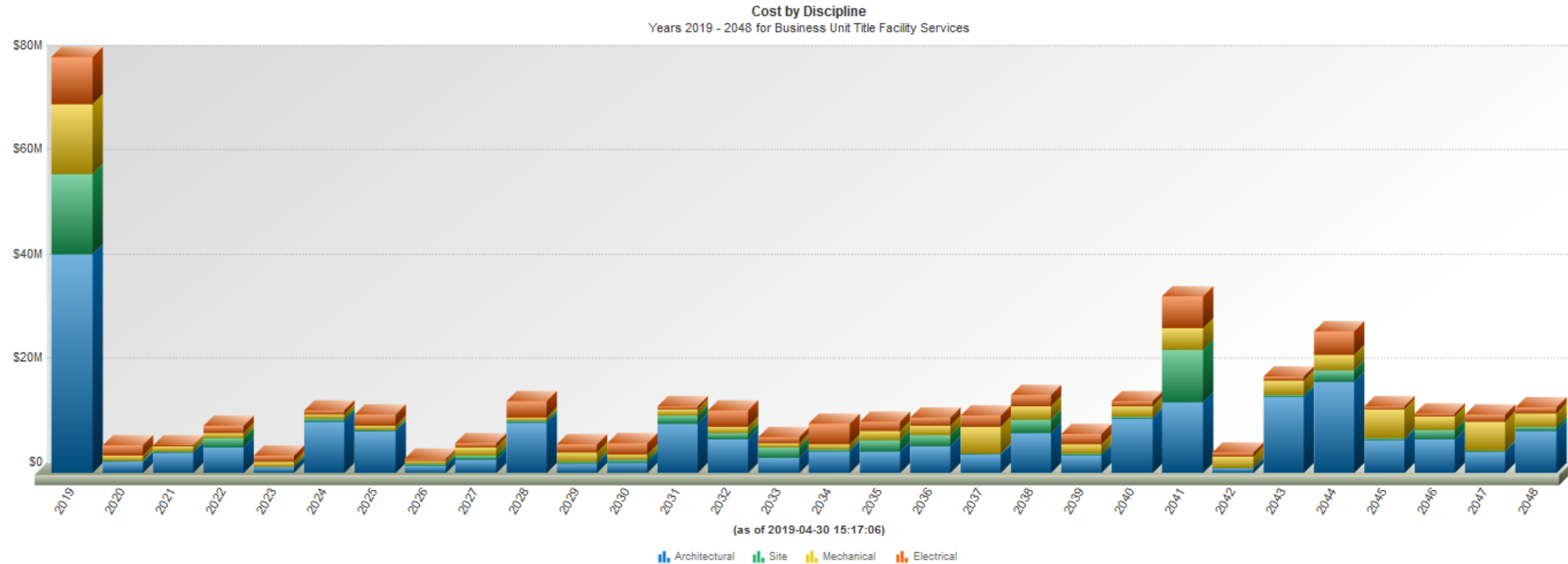
# Asset Planner

- Service Requests
- Work Orders



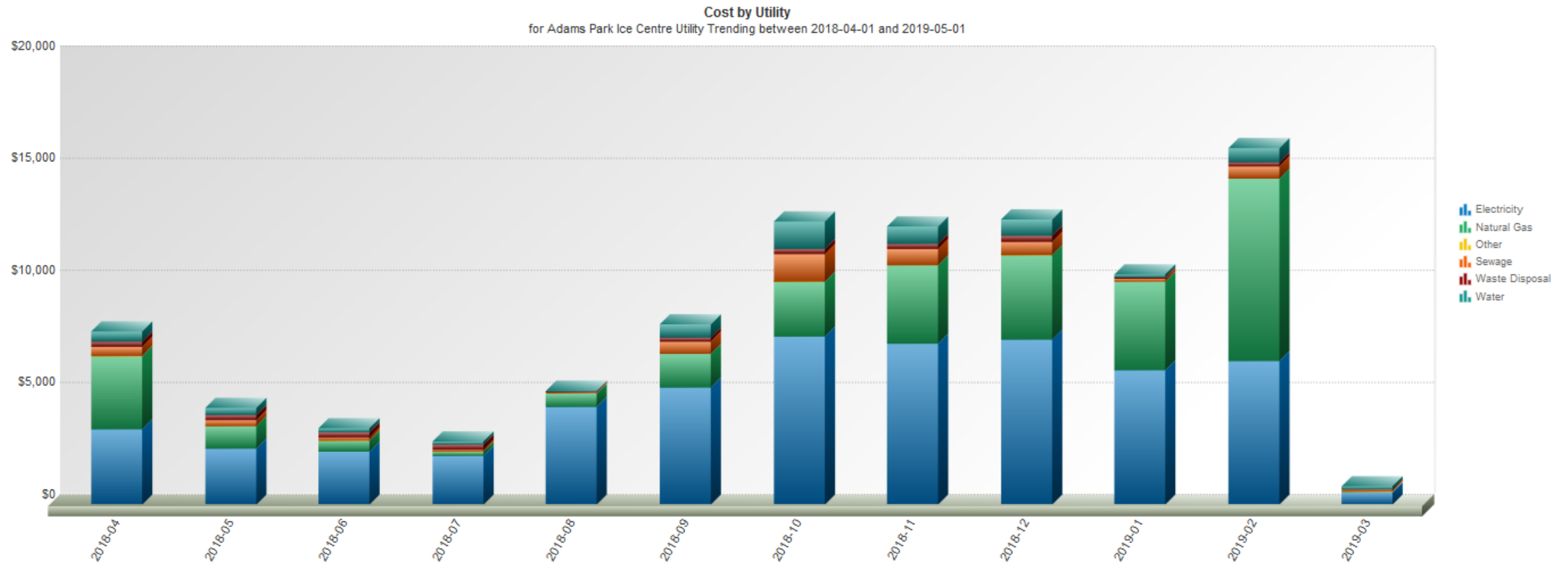
# Asset Planner

- Building audits
- Lifecycle modeling

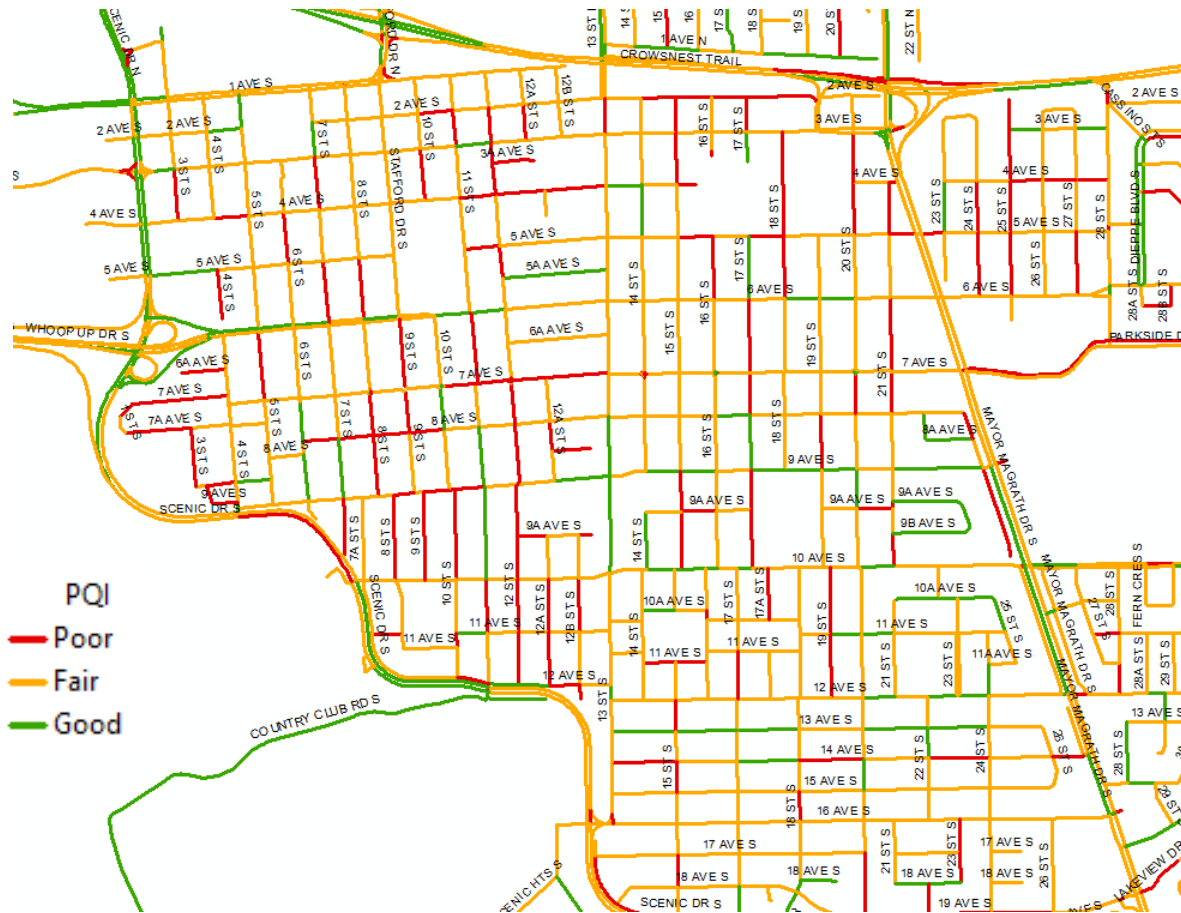


# Asset Planner

- Module to monitor energy consumption

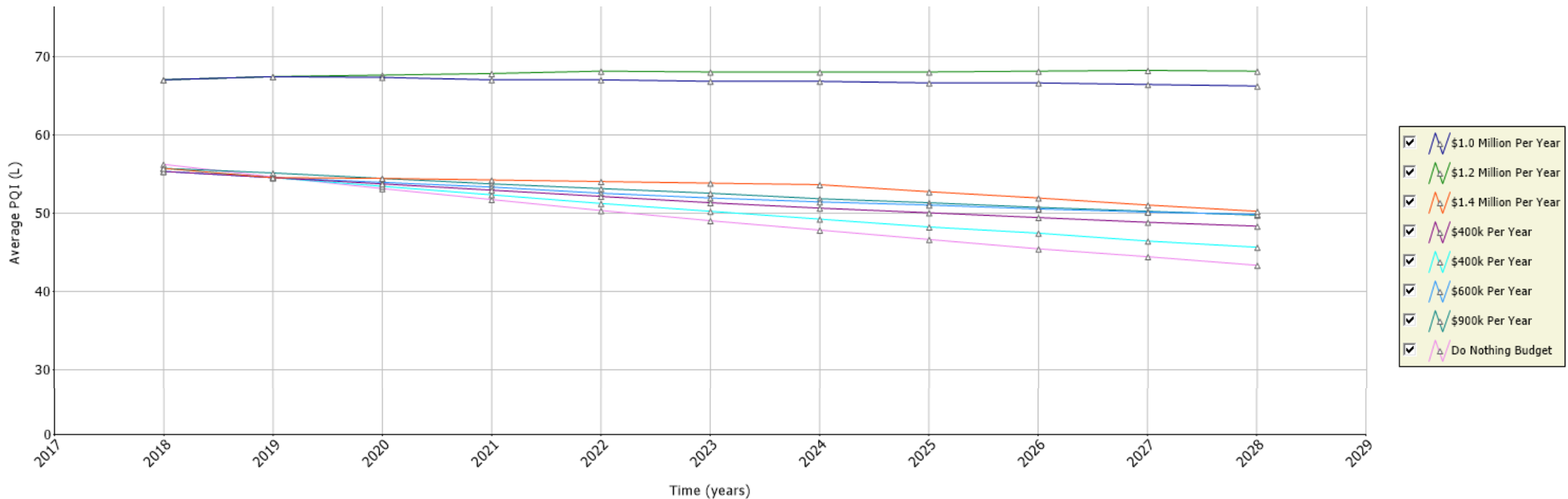


# RoadMatrix



# RoadMatrix

- Supports decision making for annual overlay program and budgeting

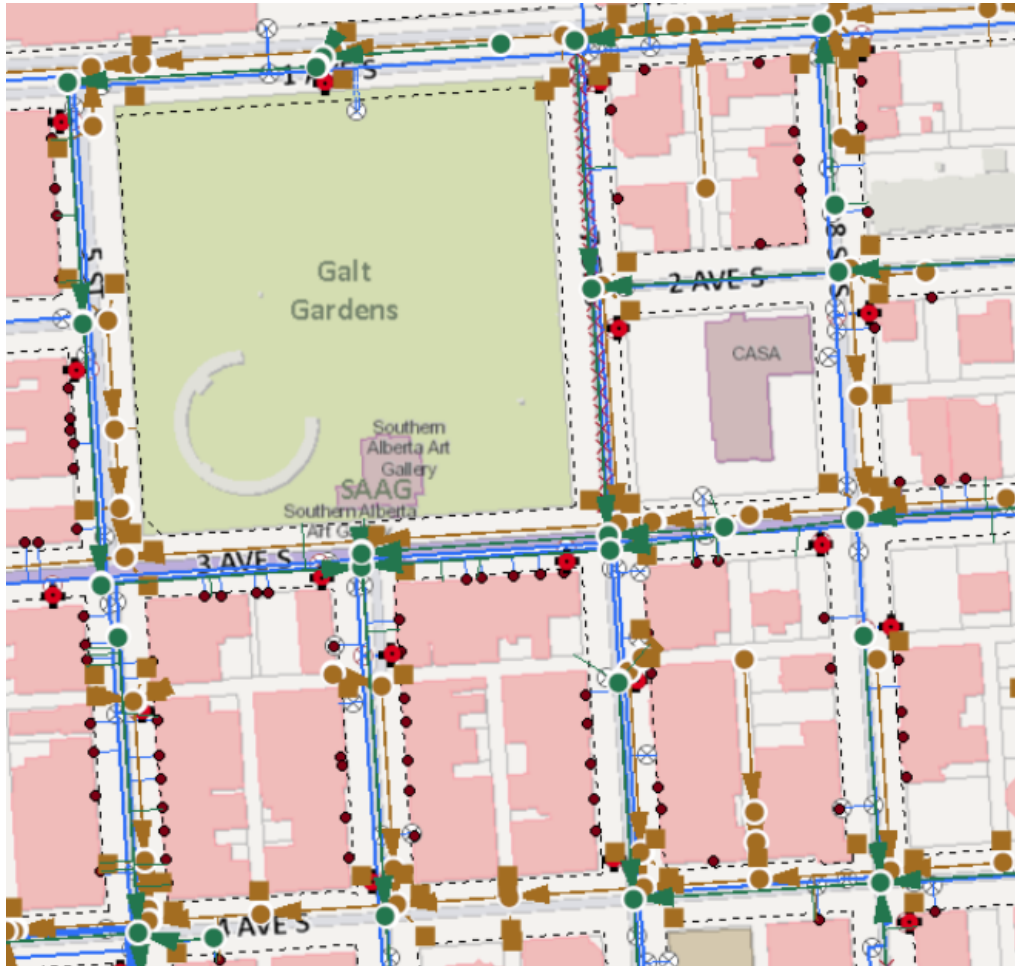


# Cityworks





# Cityworks



# Cityworks – Service Requests

**Cityworks** | [Inbox](#) | [Service Requests](#) | [Work Orders](#) | [Inspections](#)

Request | Email | Print | Save | New | Close

### Service Request

Description: Watermain - Hydrant General (W50)

Request Id: 34819

Category: Water | Priority: Medium

Status: Closed

Initiated By: | Date: 08/3/2017 9:04 AM

Investigation:  | Date: 09/13/2017 3:15 PM

Submit To: | Date: 08/8/2017 7:23 AM

Dispatch To: | Date: 08/8/2017 7:23 AM

Cancel?  | Date:

Cancel Reason: | Cancelled By:

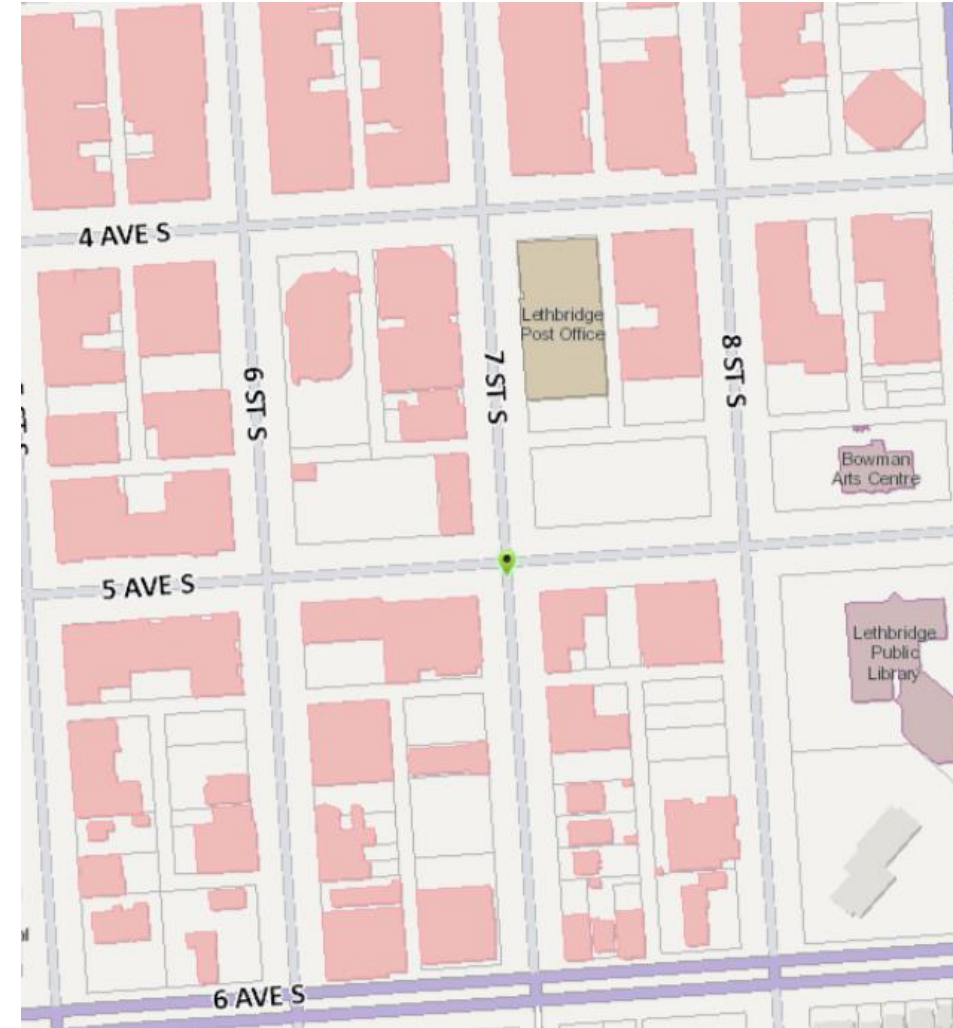
Closed By: | Date: 9/13/2017 3:15:59 PM

### Incident Information

Address: 5 AVE S & 7 ST S

Details: ON 5 AVE S & 7 ST S & 5 AVE S & 8 ST S ARE HYDRANTS THAT NEED A FLOWTEST. AUGUST 8, 2017 AT 7:00 AM. EARLY MORNING.

X: -12,560,936.53 | Y: 6,393,263.64



# Cityworks – Work Orders

**Work Order**

Description: Hydrant Investigation (53400)

WO Number: 1010787

Entity Type: HYDRANTS Change

JDE Type: Water

Initiated By: [User] Date: 08/8/2017 7:42 AM

Status: Closed Priority: Low

Requested By: [User] Supervisor: WATER DIST COORDINATOR

Supplying Dept: Public Operations Water Receiving Dept: [User]

Supplying BU: Hydrants (53400) JDE Status: SUCCESS

Submit To: WATER DIST COORDINATOR Date: 08/8/2017 9:03 AM

Projected Start: 08/8/2017 7:42 AM Projected Finish: 08/9/2017 7:42 AM

Closed By: [User] Date: 9/13/2017 3:15:59 PM

Completed By: [User]

Actual Start: 08/8/2017 7:40 AM Actual Finish: 08/8/2017 9:00 AM

Expense Type: Maintenance

Comments:

- 08/8/2017 7:42 AM Flow testing.
- 08/8/2017 7:45 AM Flow testing being done by Fire Safety Services for the City Of Lethbr...
- 08/8/2017 9:04 AM Flow test went good. Finished.

Instructions:

1. Review safe work practice.
2. Complete custom fields.
3. Document all work completed.

Resolution: [User] Reactive?

**Location Information**

WO Address: 5 AVE S & 8 ST S

Location Details: 5 AVE from 7 St to 8 St S.

X Location: -12,560,866.24 Y Location: 6,393,267.01

**Assets**

Total Entities: 2

Asset	Asset Id	Asset Uid	Location	Warranty Date	Work Co
<input type="checkbox"/>	HYDRANTS	952	WatHyd_952	8 St & 5 Ave S	<input type="checkbox"/>
<input type="checkbox"/>	HYDRANTS	1514	WatHyd_1514	7 St - 5 Ave S	<input type="checkbox"/>

- Pink rows indicate inventory still under warranty.

**Map Layer Fields**

Reset

**Work Cycle**

Repeat: Never

Interval: 6 Months

From: Actual Finish Date

Date Printed: Next Print Date: 8/7/2017

**Related Work Activities**

Service Requests

Add Request: [User]

Id	Date Initiated	Description	Priority	Category
<input type="checkbox"/>	34819	8/3/2017	Watermain - Hydrant General (W50)	3 WATER

Remove

**Details**

Update Map:  Cancel Work Order:

Cancelled By: [User] Date: [Date]

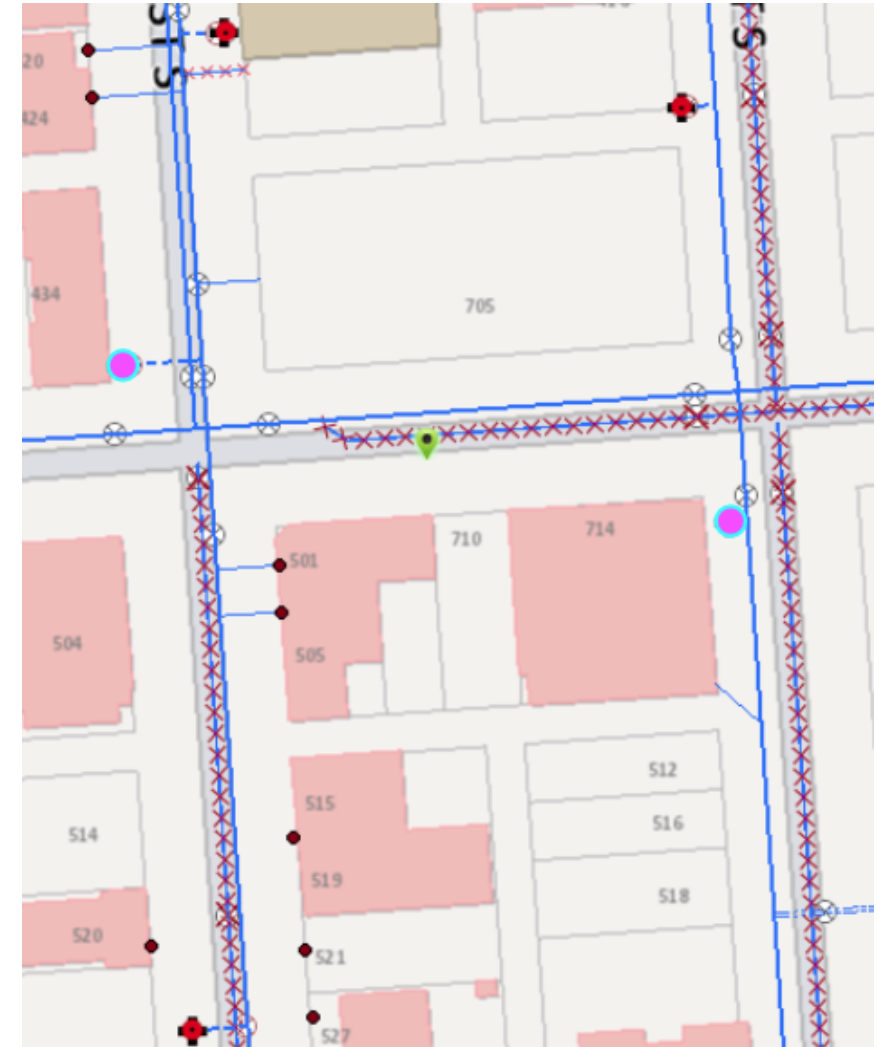
Cancel Reason: [Text]

Units Accompl.: 0 Description: Each

Labor Cost: \$146.90 Material Cost: \$21.29

Equipment Cost: \$0.00 Permit Cost: \$0.00

Total WO Cost: \$168.19



# Cityworks - Inspections

**Inspection** | **Details**

Id: 85336

Location: 103 MM Dr S

Status: Complete | Resolution:

Insp. Date: 05/8/2019 11:37 AM | Inspected By:

**Water Main Failure Report**

TO BE COMPLETED BY FOREMAN

**Weather**

Temperature (°C): 10

Weather Conditions:  
 Rainy  Snowy  Sunny  
 Cloudy

Weather Previous Two Weeks:

Sudden Change?  
 YES  NO

**Site Information**

**Natural Soil Type/Conditions**

Gravel  Sand  Sandy Silt  
 Silt  Silty Clay  Clay

**Depth of Frost (m)**: 0

**Method of Venting Used**  
 Hydrant  House Service Only  Other

**Comments (Size of Excavation, Pavement, Delays Caused, Etc.)**: 3.7m x 4.1m

**Failure Information**

**Type of Failure**

A - Contraction  B - Split  C - Corrosion  
 D - Fitting Leak  E - Joint Leak  F - Crack  
 G - Hole

**Details of Failure**

**Location**  
 Top  Bottom  Side  
 At M.S.

**Type of Fitting**  
 Blow Out  Clamp Repair  Service Saddle  
 N/A

# Cityworks – Asset Analytics

Asset Summary								
Entity Type	Uid	Total Cost	Total Labor	Maintenance	Date	Condition	Date	
HYDRANTS	WatHyd_1514	\$21,150.78	158.01156	16	01/15/2019	0	10/09/2018	
HYDRANTS	WatHyd_952	\$17,342.47	123.38656	34	01/15/2019	0	10/09/2018	
<b>Totals:</b>		<b>\$38,493.25</b>	<b>281.39812</b>					

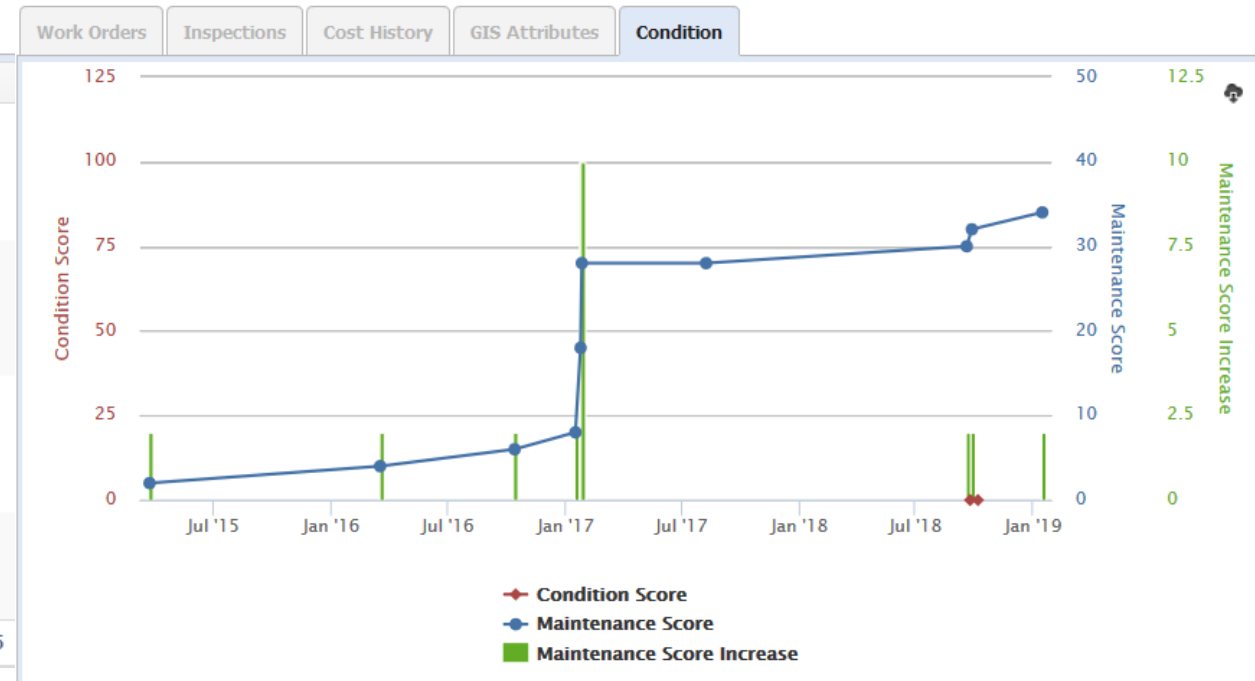
Work Orders	Inspections	Cost History	GIS Attributes	Condition
Id	Description	Status	Created	Closed
1018237	Hydrant Servicing - Summer (53400)	IP	04/12/2019	
1015752	Hydrant Servicing - Winter (53400)	CLOSED	09/27/2018	04/16/2019
1012837	Hydrant Servicing - Summer (53400)	CLOSED	02/02/2018	04/12/2019
1012703	2018 Watermain Program	CLOSED	01/22/2018	04/15/2019
1011729	Hydrant Servicing - Winter (53400)	CLOSED	10/24/2017	09/27/2018
1010787	Hydrant Investigation (53400)	CLOSED	08/08/2017	09/13/2017
	Hydrant Hit & Run			

Work Orders	Inspections	Cost History	GIS Attributes	Condition
Id	Description	Status	Created	
79444	Hydrant Inspection - Summer	OPEN	04/12/2019	
53731	Hydrant Inspection - Winter	COMPLETE	09/27/2018	
24228	Hydrant Inspection - Summer	CANCEL	02/02/2018	
19881	Hydrant Inspection - Winter	COMPLETE	10/24/2017	

# Cityworks – Asset Analytics

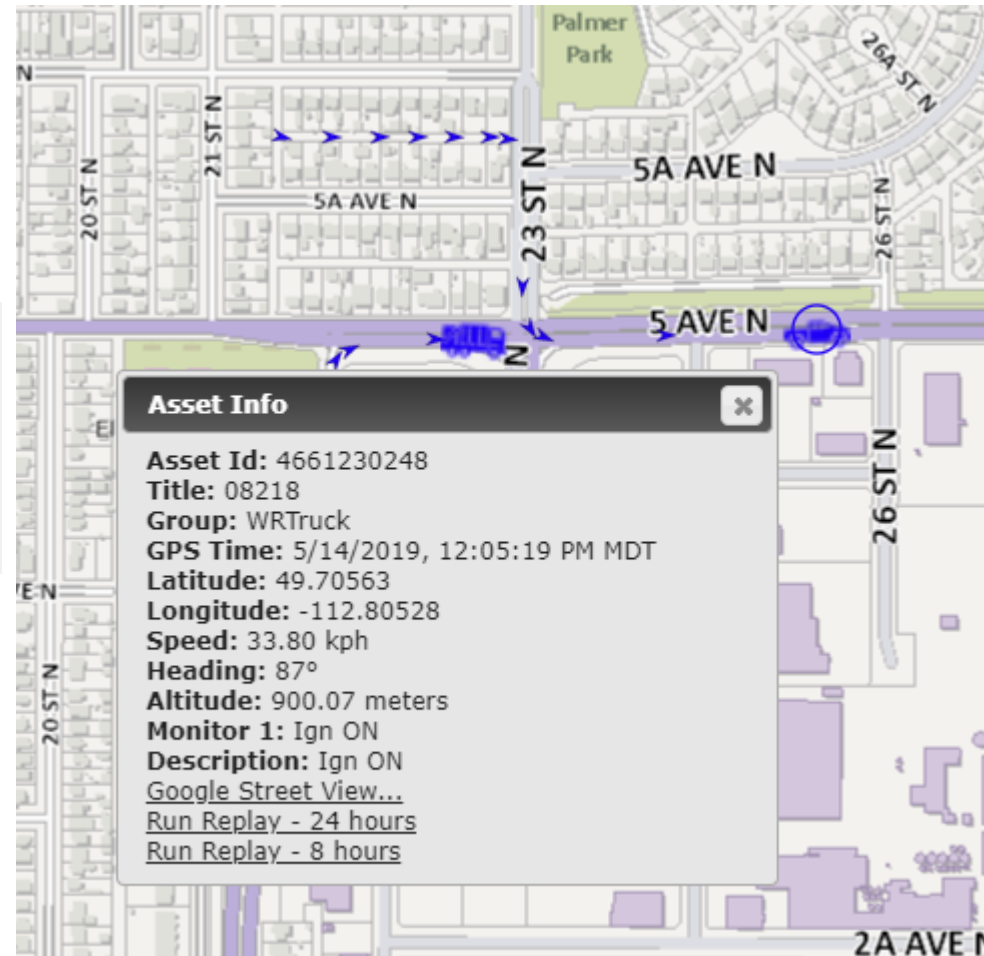
Asset Summary								
Entity Type	Uid	Total Cost	Total Labor	Maintenance	Date	Condition	Date	
HYDRANTS	WatHyd_1514	\$21,150.78	158.01156	16	01/15/2019	0	10/09/2018	
HYDRANTS	WatHyd_952	\$17,342.47	123.38656	34	01/15/2019	0	10/09/2018	
<b>Totals:</b>		<b>\$38,493.25</b>	<b>281.39812</b>					

Work Orders								
Inspections								
Cost History								
GIS Attributes								
Condition								
Id	Category	Activity Type	Start Date	Close Date	Total Hours	Labor	Material	Equip.
1001133	WATER	Hydrant Servicing - Winter (53400)	03/03/2015	03/23/2015	0.50936	\$17.80	\$0.00	\$6.11
1003656	WATER	Hydrant Servicing - Winter (53400)	11/09/2015	03/17/2016	0.86885	\$32.36	\$1.21	\$10.54
1005525	WATER	Hydrant Servicing - Summer (53400)	05/02/2016	10/13/2016	1.03587	\$39.16	\$3.87	\$1.91
1007428	WATER	Hydrant Servicing - Winter	10/11/2016	01/16/2017	0.77754	\$33.29	\$4.34	\$4.99
					<b>123.38656</b>	<b>\$5,752.24</b>	<b>\$7,860.78</b>	<b>\$3,729.45</b>



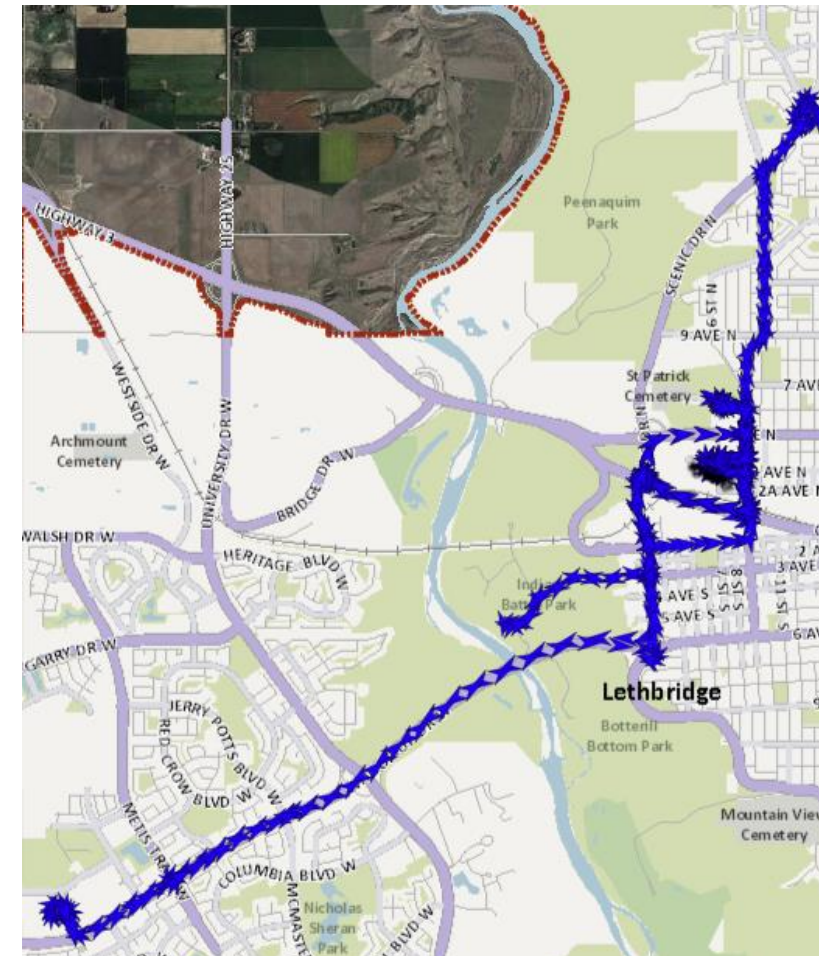
# AVL

SnowPlowWing		Ign OFF	
	25	Spreader ON	
		WingPlow DOWN	
		Plow DOWN	
		Ign ON	
		Plow UP	
		Spreader OFF	
		WingPlow UP	
PatchingTruck		Ign OFF	
	25	Ign ON	
GarbageSideLoad		Ign OFF	
	25	Arm DOWN	
		Ign ON	
		Arm UP	



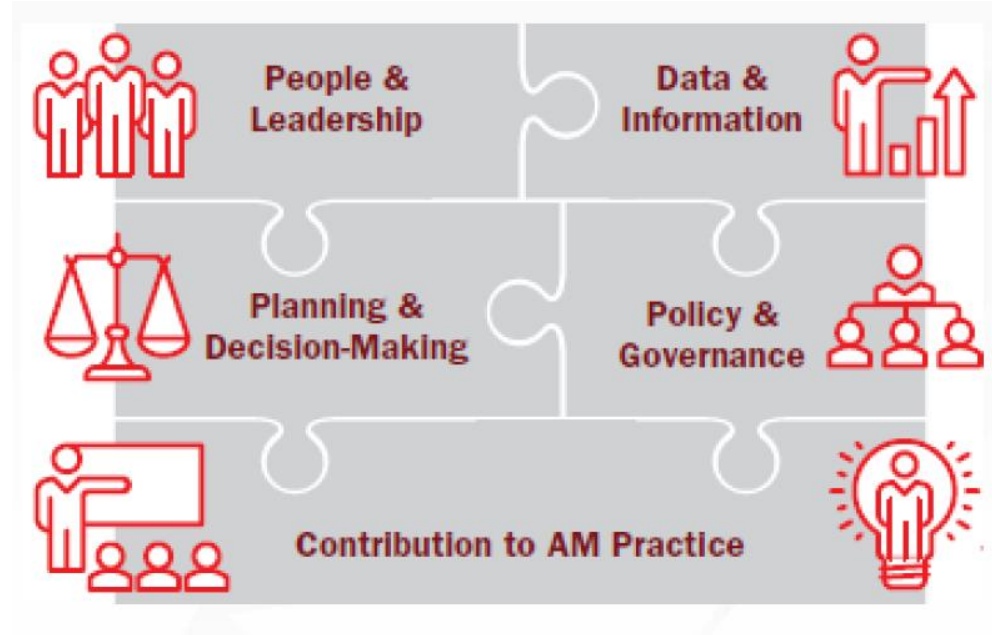
**Asset Info**

**Asset Id:** 4661230248  
**Title:** 08218  
**Group:** WRTruck  
**GPS Time:** 5/14/2019, 12:05:19 PM MDT  
**Latitude:** 49.70563  
**Longitude:** -112.80528  
**Speed:** 33.80 kph  
**Heading:** 87°  
**Altitude:** 900.07 meters  
**Monitor 1:** Ign ON  
**Description:** Ign ON  
[Google Street View...](#)  
[Run Replay - 24 hours](#)  
[Run Replay - 8 hours](#)



# Question

- In terms of CNAM's AM competencies, what are you currently struggling with the most?
- Go to [www.menti.com](http://www.menti.com)
- Enter code 51 87 94

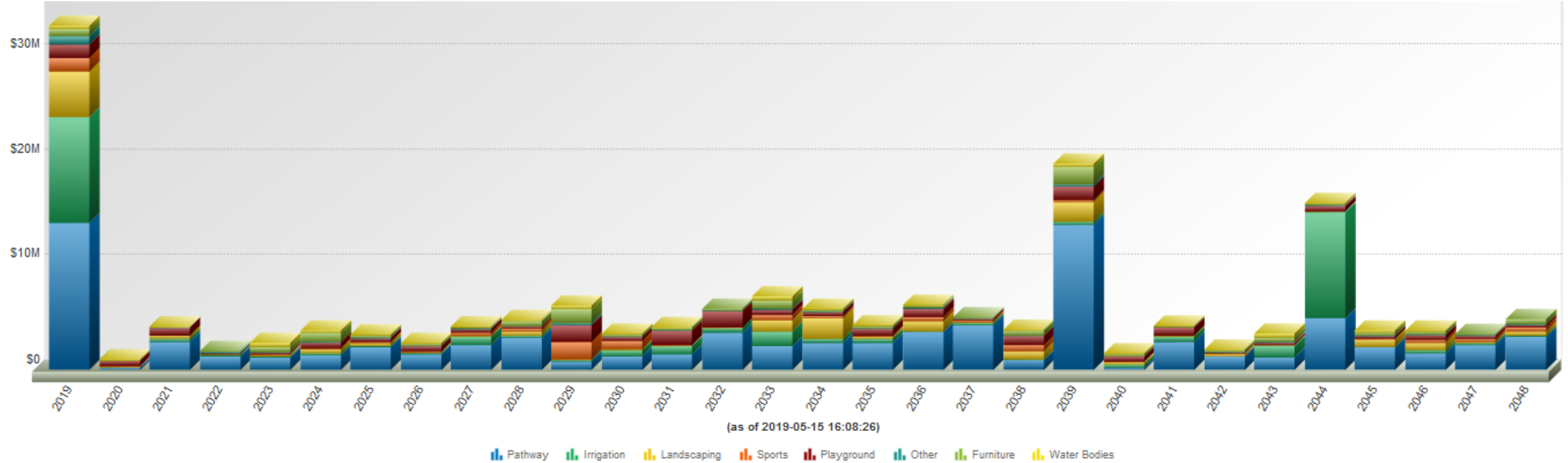




# Phase 3

- Data improvements
  - Reduce gaps
  - Data confidence
  - Data standardization
- System improvements
  - Mobile
  - Streamline procedures
- Different projects & opportunities

# Asset Planner



Cost by Discipline Years 2019 - 2048















Discipline	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	204
Pathway	\$13,973,706	\$260,958	\$2,711,829	\$1,277,195	\$1,180,776	\$1,421,108	\$2,163,163	\$1,481,191	\$2,350,108	\$3,050,505	\$813,125	\$1,298,937	\$1,510,947	\$3,579,522	\$2,266,277	\$2,635,073	\$2,616,762	\$3,680,519	\$4,237,679	\$1,003,856	\$13,794,247	\$198,040	\$2,675
Irrigation	\$10,054,696	\$0	\$270,416	\$122,832	\$148,576	\$158,073	\$157,421	\$123,454	\$807,051	\$254,428	\$166,136	\$616,740	\$773,540	\$461,168	\$1,403,131	\$318,657	\$367,684	\$33,994	\$200,560	\$8,767	\$344,921	\$360,976	\$481
Landscaping	\$4,365,844	\$43,728	\$342,790	\$94,229	\$127,126	\$390,212	\$302,642	\$71,632	\$109,138	\$319,382	\$23,596	\$114,527	\$34,744	\$6,378	\$1,042,122	\$2,000,814	\$173,778	\$971,811	\$97,101	\$818,130	\$1,794,540	\$187,740	\$158
Sports	\$1,306,118	\$120,686	\$0	\$0	\$20,808	\$156,060	\$105,080	\$107,161	\$340,627	\$351,551	\$1,638,734	\$744,094	\$55,141	\$31,212	\$523,217	\$234,090	\$78,488	\$319,663	\$174,756	\$550,684	\$289,647	\$57,222	
Playground	\$1,248,480	\$520,200	\$728,280	\$104,040	\$208,080	\$520,200	\$312,120	\$520,200	\$312,120	\$208,080	\$1,664,640	\$416,160	\$1,378,530	\$1,529,388	\$520,200	\$338,130	\$691,866	\$806,310	\$208,080	\$868,734	\$1,248,480	\$520,200	\$728
Other	\$760,343	\$832	\$2,493	\$141,471	\$25,386	\$4,994	\$2,081	\$6,867	\$832	\$4,682	\$151,482	\$832	\$45,465	\$70,083	\$117,915	\$9,676	\$34,100	\$87,019	\$1,956	\$45,502	\$177,275	\$28,463	
Furniture	\$749,036	\$2,445	\$32,981	\$34,905	\$476,555	\$970,745	\$222,386	\$192,266	\$166,568	\$476,659	\$1,423,007	\$225,923	\$230,865	\$136,032	\$752,365	\$238,408	\$162,146	\$177,492	\$32,148	\$453,354	\$1,669,270	\$109,086	\$108
Water Bodies	\$213,282	\$98,838	\$5,202	\$0	\$400,554	\$166,464	\$130,050	\$119,646	\$31,212	\$46,818	\$213,282	\$98,838	\$20,808	\$0	\$353,736	\$104,040	\$130,050	\$88,434	\$0	\$46,818	\$275,706	\$98,838	\$36

# Asset Planner





**Pictures (494 items)**


Filter:  Sort By: Discipline

**Air Compressor**

 Element.50...	 Element.24...	 Element.24...	 Element_24...
 Element.24...	 Element.14...	 Element.50...	
 Element.50...	 Element.24...	 Element_24...	 Element.24...
 Element.14...	 Element_24...	 Element.14...	

**Air Conditioner**

 Element_13...	 Element.13...	 Element.33...	 Element_13...
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Element.503-230.mq76m8w9.lph[1].jpg

Facility: Fire Hall #4  
Date: 2014-07-29 (360.1 KB)  
Category: [Air Compressor](#)  
Northwest Corner of Building, Off Mechanics Bay  
Description:  
*DeVibless Air Compressor, Model #44642,  
Serial # 3948.  
For Air Tools & Charge Air Brakes*

Comments:

Close

# Cityworks

**Base Plate Weld (IM 4.2.7)**

No Deficiencies     Minor Rust     Major Rust

Cracked

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**Hand Hole Cover (IM 4.2.8)**

No Deficiencies     Loose     Slipped

Section Loss     Missing

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**Other Pole Defects**

---

**Condition Rating (IM 4.2.9)**

1 (Excellent)     2 (Good)     3 (Satisfactory)

4 (Deteriorating)     5 (Immediate Action Required)

---

**Comments**

MAJOR RUST SIDES 1,2,3,7,8 UP TO THE JOINT, MAJOR RUST ALONG WELD SIDES 1,2,3,7,8

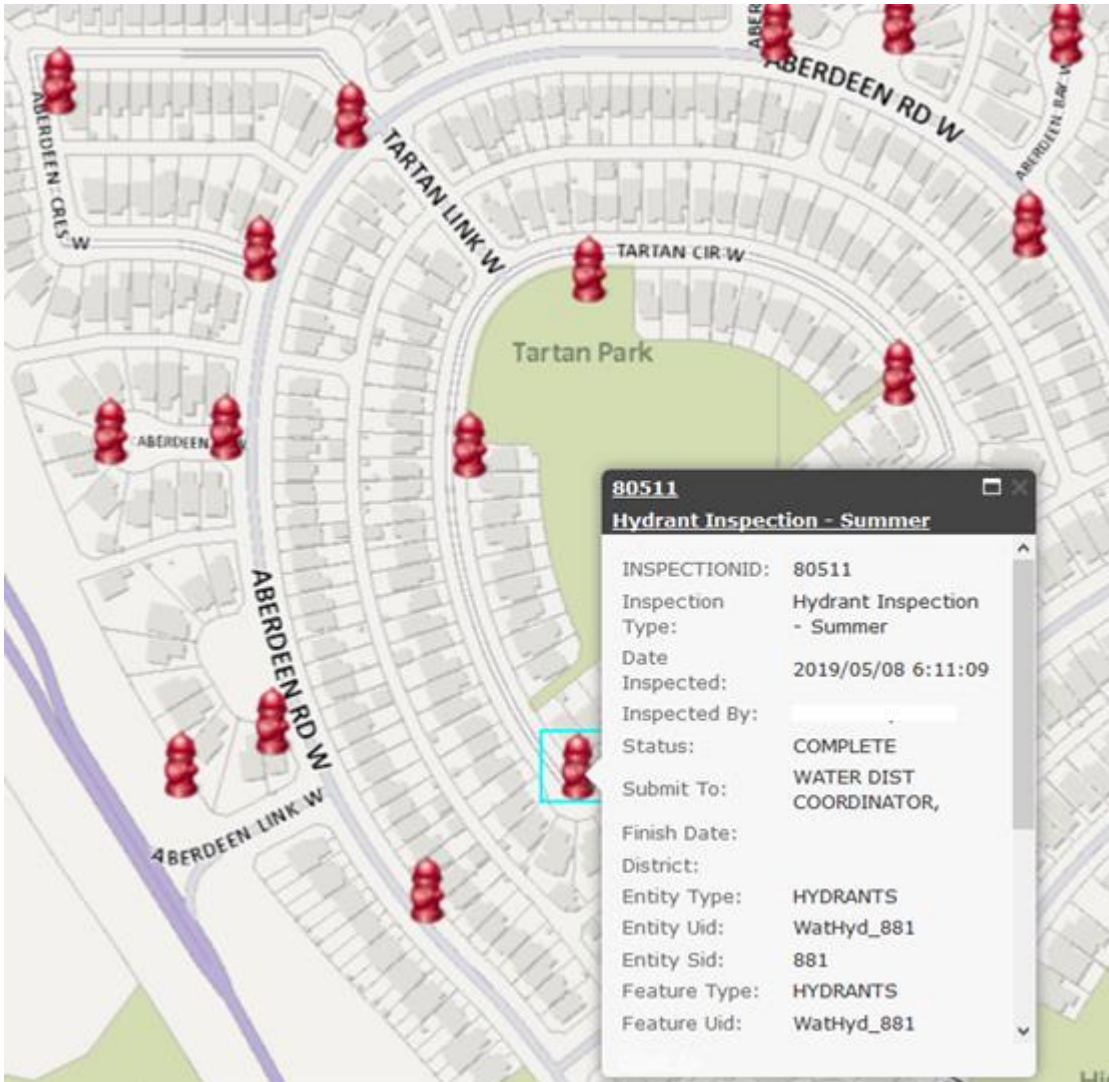
---

**Additional Tests Required**

Hammer Test (IM 5.1)     Ultrasound Test (IM 5.2)



# Cityworks



**Cityworks** | [Inbox](#) | [Service Requests](#) | [Work Orders](#) | [Inspections](#)

Inspection | [Email](#) | [Print](#) | [Save](#) |  Close | [Close](#)

**Inspection** | [Details](#)

**Id:** 80511

**Location:** 351 Tartan Circle W

**Status:** Complete | **Resolution:**

**Insp. Date:** 05/8/2019 12:11 PM | **Inspected By:**

**Check for Leak by Sound Testing**

**Can you hear a leak?**

Yes |  No

**Comment**

**Water Barrel**

**Level of water in barrel**

**Does water need to be pumped from barrel of hydrant?**

Yes |  No

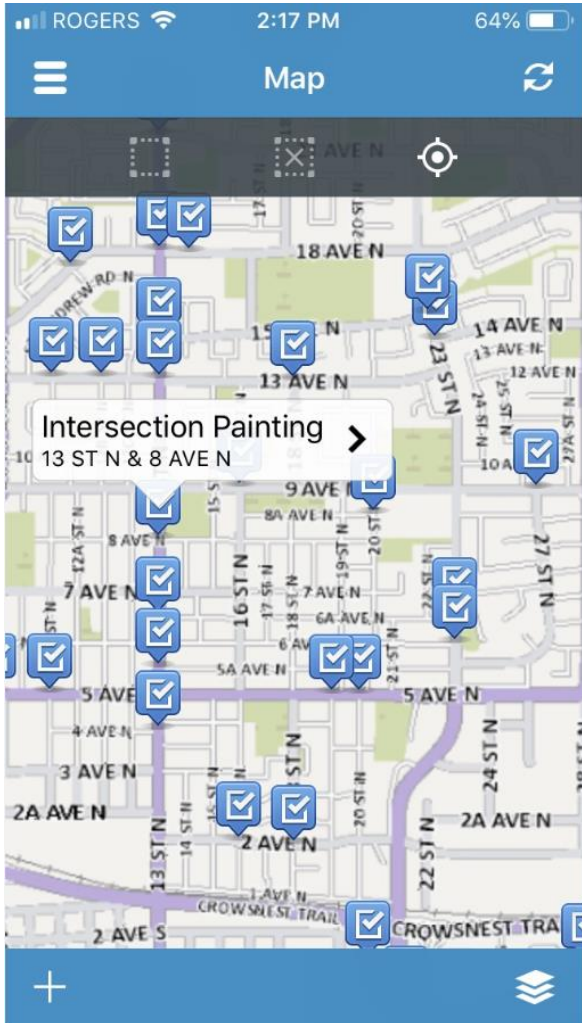
**Turbidity**

4.07

**Observations**

IF EXTRA WORK REQUIRED, CREATE SERVICE REQUEST

# Cityworks



STOP BAR LOCATIONS	
East	✓
North	
South	✓
West	✓

ZEBRA CROSSING LOCATIONS	
East	
Mid Block	
North	✓
South	
West	

OBSERVATIONS	
DATE COMPLETED	5/15/2019
COMMENTS	High traffic
WEATHER	Cloudy
	Sunny ✓
TEMPERATURE	16C

Inspection details for 'Intersection Painting #73785' at '13 ST N & 8 AVE N'. The status is 'Complete' with a toggle switch.

**Description**  
Intersection Painting #73785  
Priority:

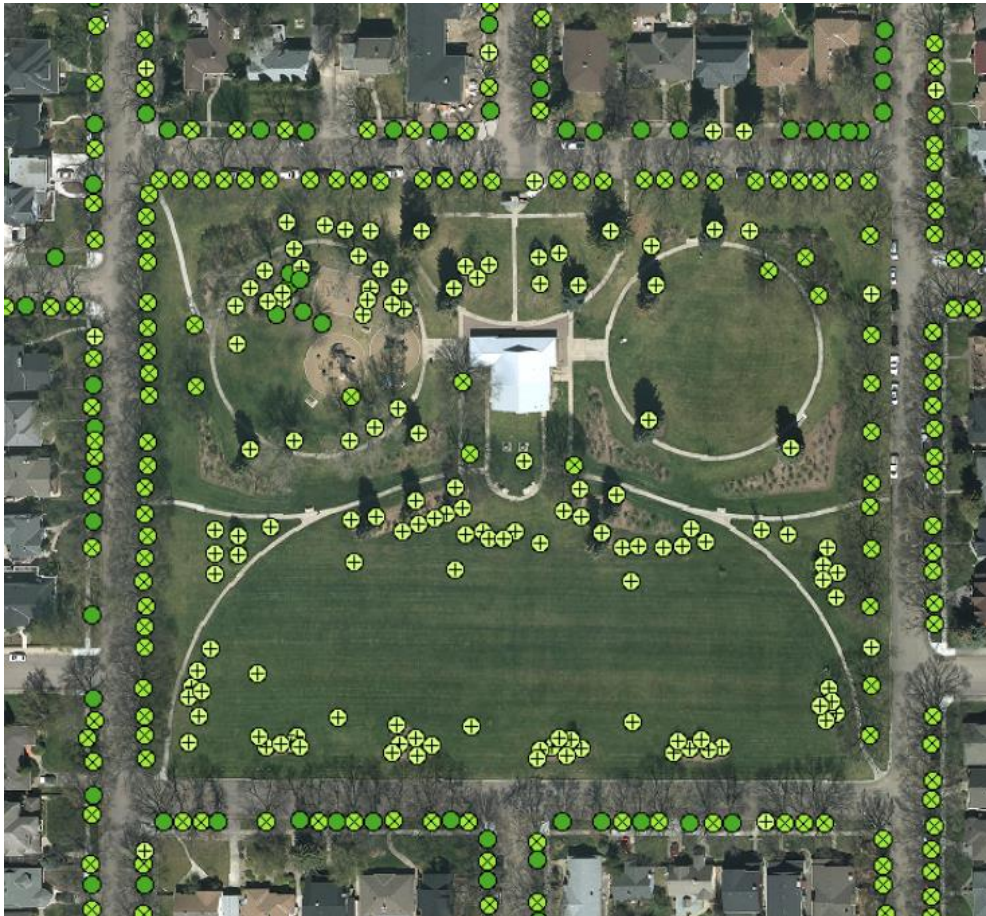
**Address**  
13 ST N & 8 AVE N

**Observations**  
(11 of 22 Completed)

**Attachments**  
0 Attachment(s)

**Complete**

# Cityworks



**Cityworks** [Inbox](#) [Service Requests](#) [Work Orders](#) [Inspections](#)

Inspection [Email](#) [Print](#) [Save](#)  Close [Trash](#)

**Inspection** [Details](#)

Id: 27768

Location: 50 1 ave s

Status: Complete Resolution:

Insp. Date: 05/28/2018 11:42 AM Inspected By:

**Tree Data Collection**

Diameter (DBH cm)

Height (m)

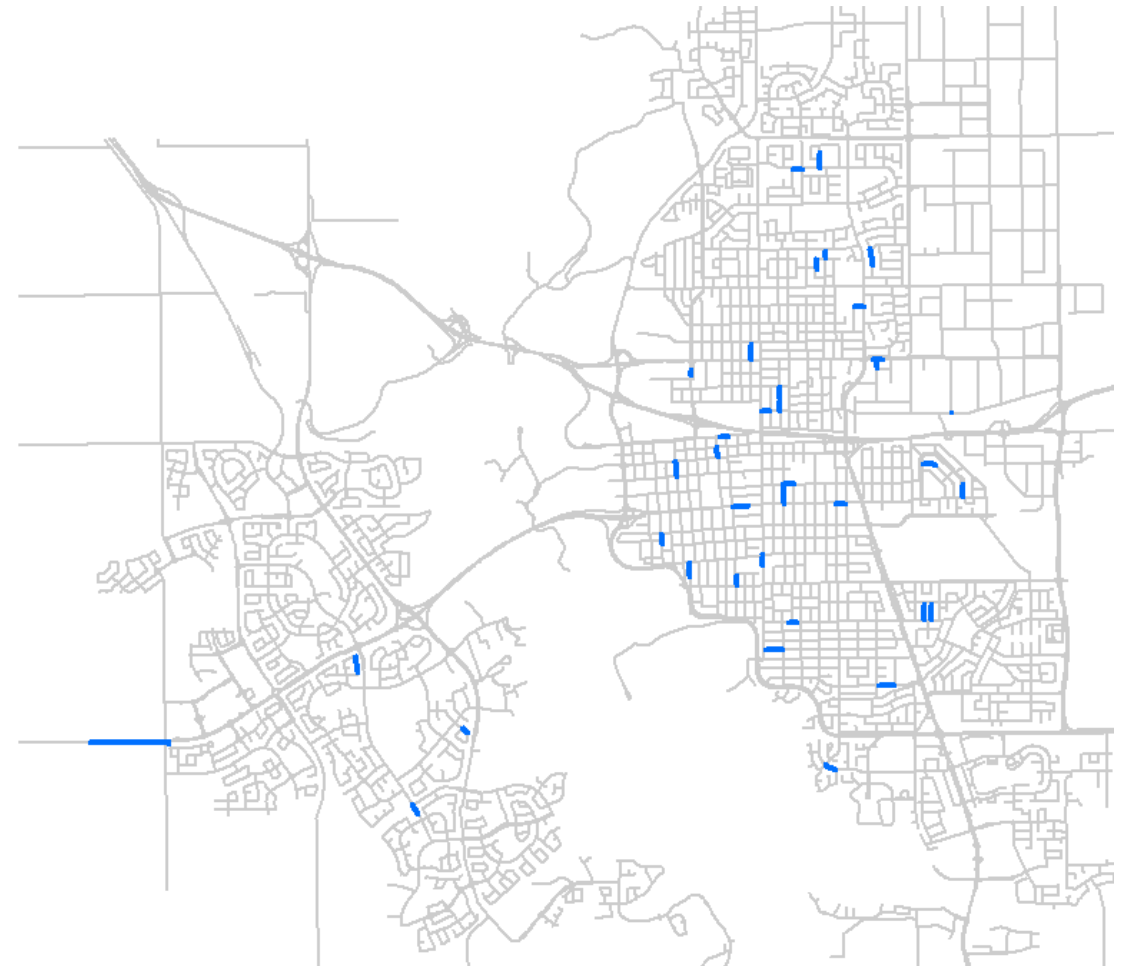
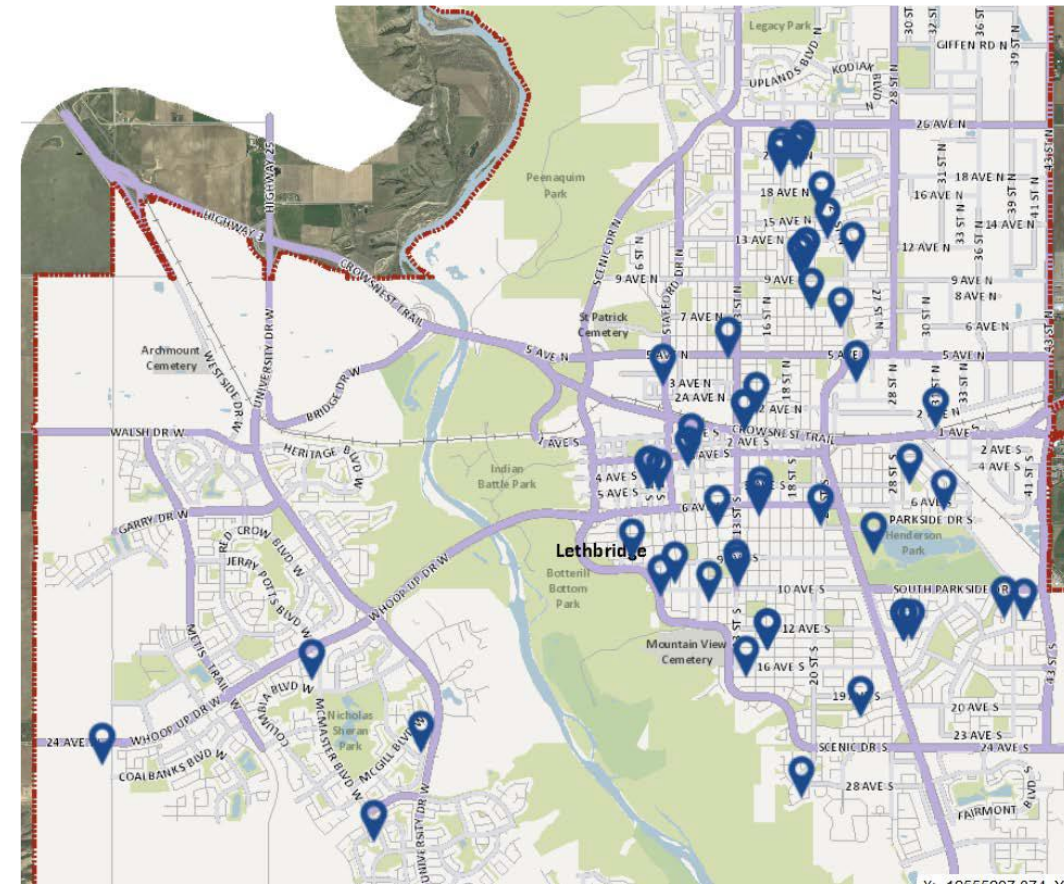
Spread (m)

Circumference (cm)

Comments

# Cityworks

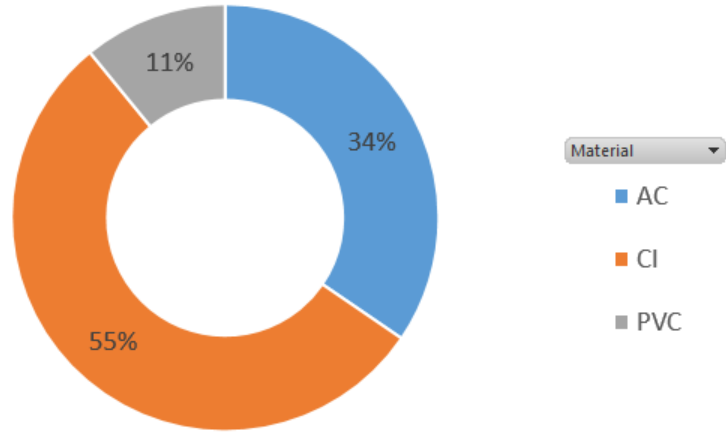
- 54 Water Main Repairs last winter



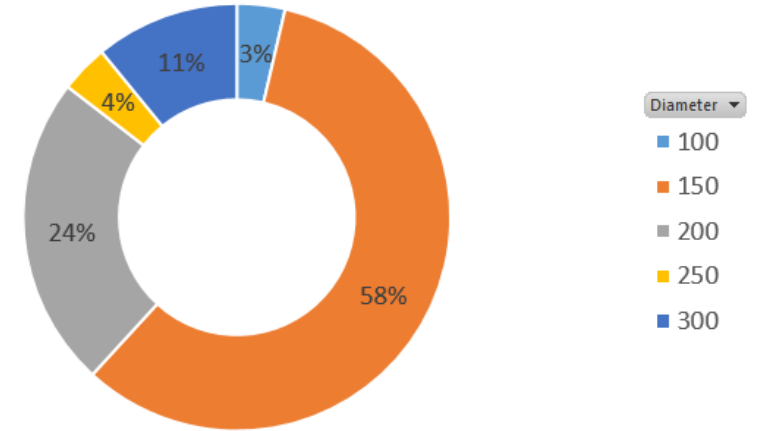


# Cityworks

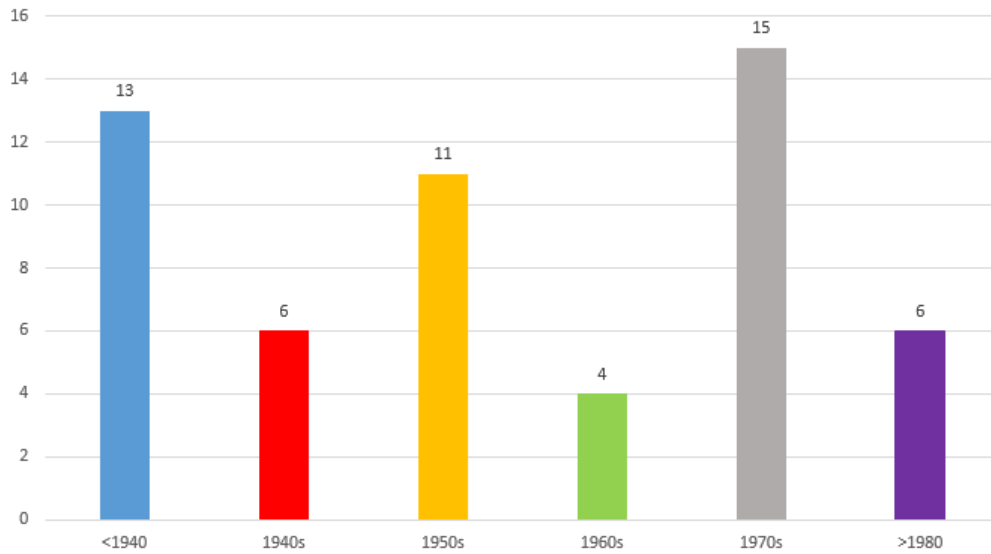
Material



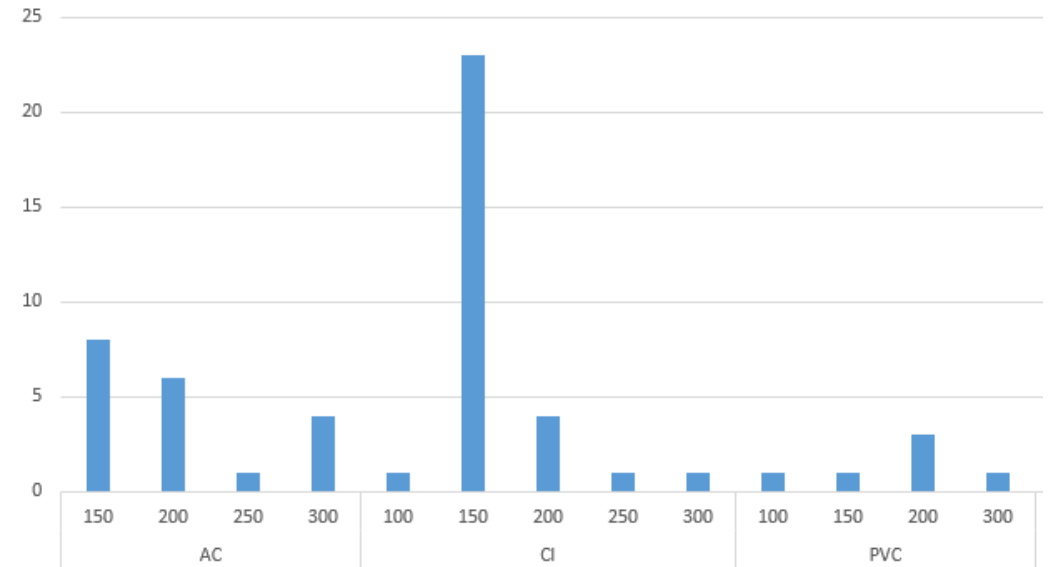
Diameter



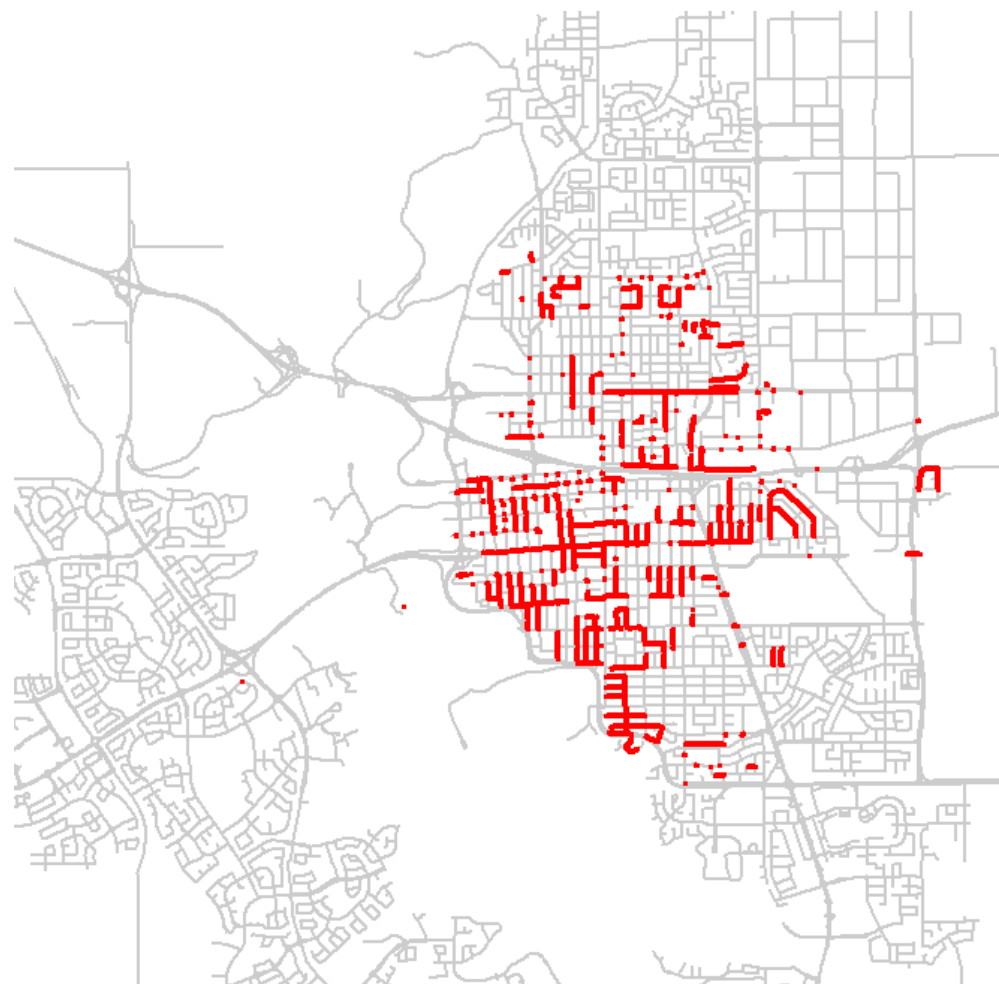
Installation Year



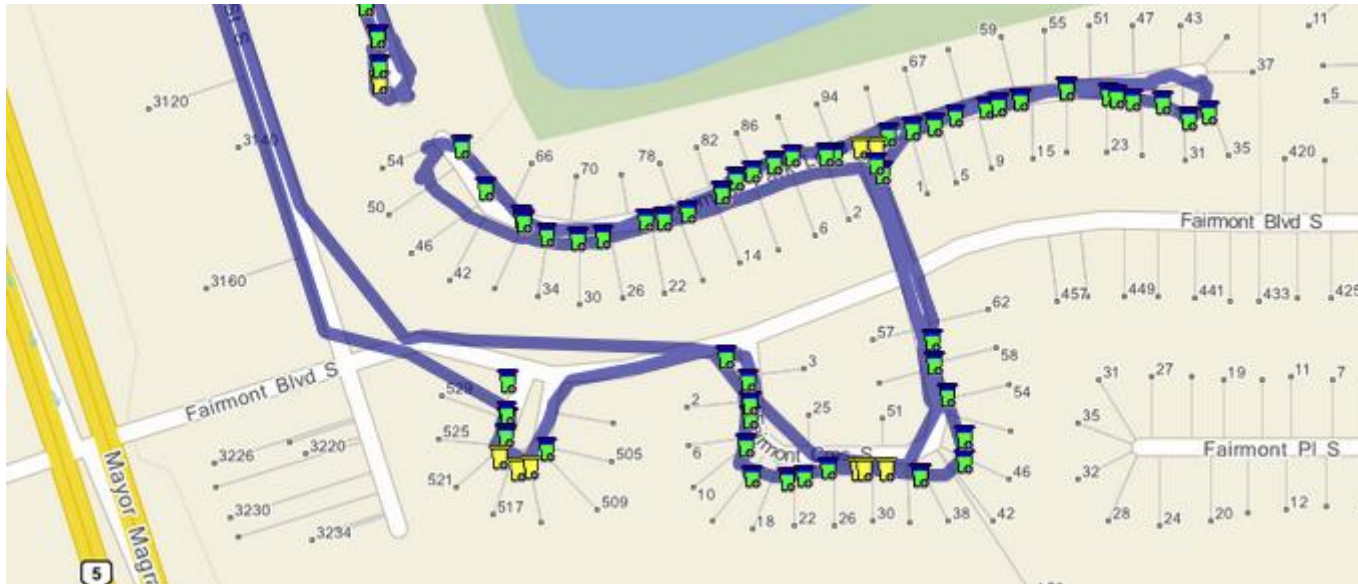
Material VS Diameter



# Cityworks



# Fleetmind



## Container shapes

- Residential route
- Commercial route
- Industrial route

## Container colors

### Selected route

- Pending
- Confirmed
- Confirmed - matched NCC
- Not out
- Exception
- Missed
- Cancelled
- Completed, Status unknown - contact support

### Assigned vehicle (other routes)

- Confirmed - other route
- Matched NCC - other route
- Not out - other route
- Exception - other route
- NCC

latest serviced assignment

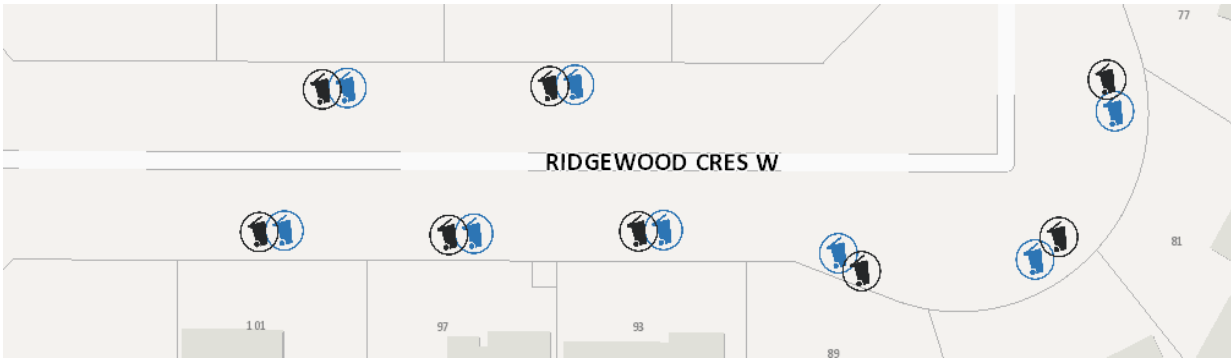
selected address (Bin Monitor)

## Vehicle colors

- Vehicle assigned to the route
- Vehicle with confirmation(s) matched to the route's assignments
- Vehicles not participating in the route's activity



# Cart App



Cart Information
⌵
✕

3 features selected

Location	Serial No.	
69 RIDGEWOOD CRES W	306-074838	
69 RIDGEWOOD CRES W	306-074838	
69 RIDGEWOOD CRES W	318-014056	

Cart Information
⌵
✕

CART EDITOR

[← Back to Results](#)

**69 RIDGEWOOD CRES W**

🔍
⌵
⏪
Save

▼ Property

Parcel ID: 1576

Property Number: 230079

Roll: 2055700690001

Unit Number:

House Number:

Street Name:

Location: 69 RIDGEWOOD CRES W

Set Location to Public Operations

▼ Cart

Cart Type: Waste

Cart Size: 360

Cart Year: 2018

Serial Number: 318-014056

RFID:

▼ Pickup

Pickup Location:

Pickup Day:

Route:

Special Needs:

Extra Cart:

Suite:

Comments:

▼ Status

Condition:

Status:

Date Delivered:

OS Date:

▼ Asset Management

Asset ID: Carts\_72354

Useful Life: 15

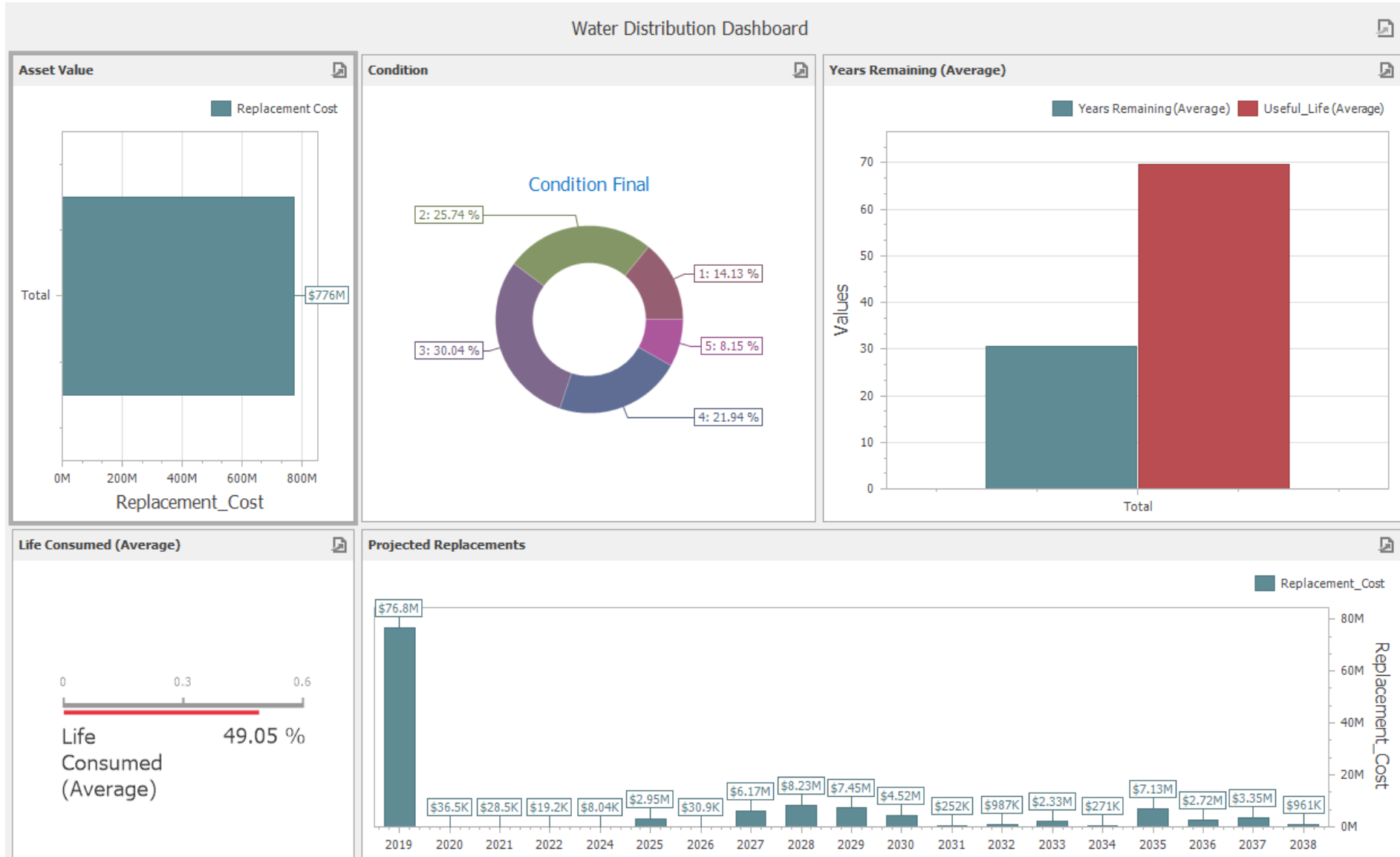
Replacement Cost: 70

Probability of Failure:

Consequence of Failure:

Risk Score:

# Dashboards




# Lessons Learned

- Data & Information
  - Capture the information you know
  - Standardize your data
  - Provide reports and dashboards

Building	Building ID	Building Name	Type	Tax Owned	Install Date	Expected Life	Replacement Cost	Condition
Road	Segment ID	Segment Name	Type	Road Class	Install Date	Expected Life	Replacement Cost	Condition
Park	Park ID	Park Name	Neighborhood	Size	Install Date	Expected Life	Replacement Cost	Condition
Pipe	Pipe ID	Pipe Name	Material	Diameter	Install Date	Expected Life	Replacement Cost	Condition

# Lessons Learned

- Policy & Governance
  - Look at other municipalities
  - Determine what is important and essential to your organization
  - FCM is a great resource

Asset Management Policy  CITY OF *Lethbridge*

**BACKGROUND**

The City of Lethbridge ("The City") has a large and diverse portfolio of infrastructure assets that serve the community. The City intends to provide and maintain these assets in a safe and responsible manner while considering the social, environmental and financial implications to our citizens. There is a financial responsibility to meet desired service levels in the most cost effective and sustainable way.

Therefore, the City intends to take a formal approach in the management of its infrastructure assets by investing at the most optimal times in order to maximize the life of our assets. The City is committed to creating, implementing and evaluating our asset management program to protect our assets and better serve the community.

**PURPOSE**

The purpose of this policy is to provide leadership and set guidelines for implementing consistent asset management processes throughout the Organization.

**PERSONS AFFECTED**

This policy applies to Business Unit Managers, Business Unit Employees, Financial Services, Directors and Asset Management.

**POLICY STATEMENT**

To ensure adequate provision is made for the long-term operation, maintenance, replacement and disposal of major assets by:

- Ensuring that services and infrastructure are provided in a financially sustainable manner, with the appropriate levels of service to customers and the environment
- Implementing suitable asset management strategies and adequate financial resources towards our assets
- Creating an environment where all employees take an integral part in overall management of infrastructure assets by creating and sustaining an asset management awareness throughout the Organization by training and development
- Meeting any legislative and regulatory requirements for asset management
- Ensuring resources and operational capabilities are identified and responsibility for asset management is allocated
- Demonstrating transparent and responsible asset management processes that align with demonstrated best practice
- Provide cost effective and efficient services that meet required service levels (as approved by City Council through both Operating budget and CIP budget)

# Lessons Learned

- People & Relationships
  - Try and the right people on your team or on your side
  - Go out of your way to help someone
  - Build trust

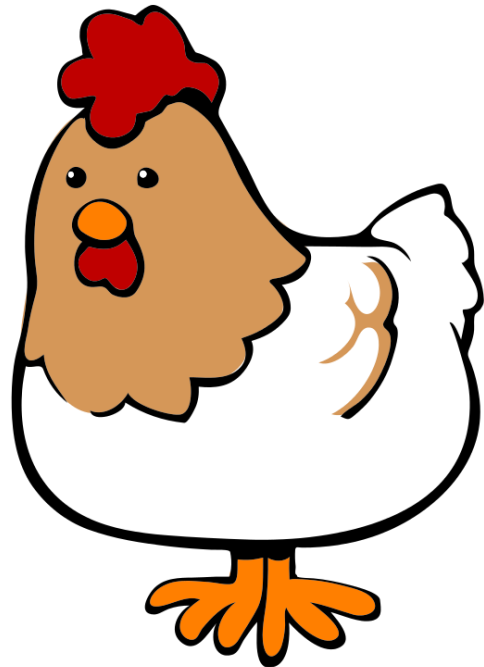
TRUST





# Lessons Learned

- Software & Procedures
  - Don't be in a panic to get software
  - Don't wait until your processes are perfect to get software



# Lessons Learned

- Change Management
  - Try to understand their processes and their reasoning
  - Change the way they think about their work



# Questions?



Blair Richter

Asset Manager

City of Lethbridge

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