



Asset Management Strategy
Date: September 9, 2019

Policy No: L-00-07
Reference No: 2019-09-02

Purpose:

The Town of Bow Island has identified the need to develop a strategy to manage all of the assets used to provide services to residents. Asset Management is a process used to constantly evaluate infrastructure needs, determine costs of service, levels of risk, and assist with long term planning.

Asset Management practises will help the Town develop evidence-based decision making, create long term budget forecasts, plan for capital improvements, and determine long term viability of service delivery.

Scope:

The Asset Management Strategy will align with the Town's Strategic Plan, and 5-year Financial Plan.

Baseline Assessment:

Our baseline assessment of asset management practices was completed using the Federation of Canadian Municipalities' Asset Management Readiness Scale.

The assessment was completed in June, 2019, by the following people:

Dave Matz: CAO

Christina Unruh: Accounts Payable Clerk

Vanda Brown: Finance Clerk

Policy and Governance

Current Readiness Level: Level 2

Why we are at our current level:

Senior Management has committed to the process and we are currently collecting baseline data.



People and Leadership

Current Readiness Level: Level 2

Why we are at our current level:

We have identified key staff, a champion, and have support of Council. Our Asset Management Team has been identified with a draft Terms of Reference.

Data and Information

Current Readiness Level: Level 1

Why we are at our current level:

We have an asset inventory, financial information, and anecdotal information about state of condition of most assets. We do not have a process for measuring asset service performance.

Planning and Decision Making

Current Readiness Level: Level 1

Why we are at our current level:

We are currently developing our asset management strategy and have ideas for implementation but have not followed through. Our annual and capital budgets are created based on historical values and current/ future needs.

Contribution to Asset Management Practise

Current Readiness Level: Level 2

Why we are at our current level:

We have already achieved level 2 by having the Asset Management Team become more educated and prepared on the initial aspects of developing and Asset Management Strategy.

Asset Management Connections

This strategy considers the following:

Our Community Strategic Plan.

The Strategic Plan is set by Council to determine the level of services being delivered in the Town and to identify future needs of the community. The Asset Management Strategy will be aligned with the Strategic Plan to ensure the current and future assets will be able to meet the priorities identified in the Strategic Plan.



Our Municipal Development Plan.

The Municipal Development Plan guides land development within the Town. The Asset Management Strategy will take this plan into consideration in determining current and future levels of service.

Our Intermunicipal Collaboration Framework.

The Town is currently developing its first ICF with the County of Forty Mile and the Village of Foremost. The Asset Management Strategy will take this Framework into consideration for identifying shared services and potential cost savings that can be realized through the ICF.

Our Capital Planning process.

The Town is currently developing a 5-year Capital plan which will be updated annually and use information generated from the Asset Management Strategy.

Our Tangible Capital Assets accounting process.

The TCA is our starting point for the Asset Management Strategy. The information in the TCA will be used to establish inventory and current costing for our assets.

Our Infrastructure Master Plans

Our IMP has identified and mapped the current underground infrastructure with recommendations for improvement. The IMP will be critical in further updating our inventory, risk analysis, and life cycles of water, sewer, and drainage systems.

Our Asset inventory/database.

Our current inventory database consists of the TCA, Muniware files, Infrastructure Master Plan. This database will be further developed as we progress with the Asset Management Strategy.

Objectives and Goals:

1. Asset Management concepts and practices are integrated into municipal staff job descriptions and staff are aware of their role in implementing the Asset Management Strategy.

Goals to support this objective:

- Identify Asset Management Team members.
- Develop an Asset Management Team Terms of Reference.
- Revise staff job descriptions to identify roles.
- Provide Asset Management training to staff.
- Develop a slogan to promote awareness of roles and responsibilities.



2. Ensure an alignment between Council's priorities, infrastructure investment and asset management best practice.
 - Develop an Asset Management Policy.
 - Link Asset Management Strategy to the Town's Strategic Plan.
3. Capture relevant asset information and manage this information to enable decision-making.
 - Develop a data management process
 - Identify software options
 - Establish procedures for collecting data
 - Determine asset types, categories, and create an asset inventory.
 - Summarize and analyze information into a simple format for decision making.
4. Use data, levels of service, and risk definitions in developing capital and long-term financial plans.
 - Define and document a risk assessment framework that considers consequence and likelihood of failure.
 - Determine baseline values of assets.
 - Determine lifecycles of each asset.
 - Determine replacement costs of each asset.

This Asset Management Strategy will be assessed annually and compare progress to the baseline. We will update the Strategy as needed to reflect our progress.