



Subject: *Asset Management Program - Update*
To: Corporate and Residential Services Committee
Date Prepared: April 19, 2024
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Summary

In 2022, East Hants kicked off its first formal Corporate Asset Management Program (the “AM Program”).

This information report provides an update on the accomplishments made to-date since the approval of Council’s Asset Management Policy in November 2022, as well as a discussion on steps moving forward.

Financial Impact Statement

There are no financial impacts associated with this report.

Recommendation

This report is for information purposes only.

Recommended Motion

There are no recommended motions coming forward with this report.

Background

Before formalizing Corporate Asset Management Program, municipal assets were being planned for and managed at a departmental level, using a variety of software and data management approaches. Due to knowledgeable staff maintaining and collecting data using the tools at their disposal, East Hants has been historically well-equipped and well-informed to make decisions and recommendations about municipal assets. As existing infrastructure in East Hants continues to age, and as new assets are taken on by the Municipality through new developments however, formal and centralized asset management practices are becoming both more resource-intensive and more important.

The Sustainable Infrastructure section of the Strategic Plan includes a key objective to establish a Corporate Asset Management Program that effectively manages municipal assets and plans for the long-term funding of infrastructure needs of the community. In 2022, East Hants kicked off its first formal Corporate Asset Management Program (the “AM Program”).

Simply put, Asset Management (“AM”) is how we plan for and manage our assets. It is not a one-time project; it is a long-term, incremental culture change with a focus on making the best possible decisions regarding the construction, operation, maintenance, renewal, replacement, and disposal of assets. AM formalizes existing practices, and provides the information and tools necessary for decision-making that maximizes benefits, manages risks, and provides satisfactory levels of service to the community in a sustainable manner.

Asset Management Committee

The Asset Management Committee (the “AM Committee”) is a staff committee consisting primarily of senior leadership, that will drive and promote Asset Management to their respective departments and the organization as a whole, and will help to ingrain AM into the culture and day-to-day operations of the

Municipality. The AM Committee also provides high-level guidance for the direction of Corporate Asset Management Program.

The AM Committee Consists of:

- Manager of Real Estate & Corporate Projects (Co-Chair)
- Director of Corporate Services (Co-chair)
- Director of Infrastructure & Operations
- Director of Finance
- Director of Parks, Recreation & Culture
- Director of Planning & Development
- Asset Coordinator (Committee Support)

Asset Management Office

The 'Asset Management Office' is positioned in Corporate Services and serves as the main source of technical and operational support for AM activities across the organization, and serves to facilitate and execute the direction provided by the AM Committee. To-date, the AM Office consists of the Director of Corporate Services, the Manager of Real Estate & Corporate Projects, and the Asset Coordinator. Per the objectives of the AM Committee, Asset Management efforts will be taken organization wide and will touch all municipal departments and staff. The execution of a successful AM Program will require efforts from operational staff members and subject matter experts who will have members of the AM Office for support and direction.

The AM Office commenced with the guidance of a consultant team (Dillon Consulting and DCA Consulting), who were retained in June 2022, prior to the hiring of the FTE Asset Coordinator. The consultant team was retained to help implement and advance AM in East Hants, and introduce industry-recognized Asset Management practices and principles to the organization. The consultant contract was successfully completed in December 2023.

AM Policy

In November 2022, Council approved the Asset Management Policy, which provided commitment to AM best practices and authorized the CAO to manage a Corporate AM Program. The policy statements are as follows:

1. The Municipality is committed to creating, implementing, and continually improving an asset management program to achieve strategic objectives and ensure municipal services are sustainably provided for future generations.
2. Council authorizes the Chief Administrative Officer to manage a Corporate Asset Management Program.
3. The Municipality will adopt and apply industry recognized asset management best practices.
4. Asset management practices will be considered and integrated in the development of Municipal objectives, programs, plans, and budgets.

Since approved, under the direction of the CAO staff have been taking steps to meet the objectives laid out in the policy statements.

AM Strategy & Roadmap

As a result of the AM Policy, an Asset Management Strategy and Asset Management Roadmap were developed by staff. The Asset Management Strategy was designed to establish the foundation for the Municipality's AM Program and detail the key principles, practices, and approaches that staff will adopt to plan for, and manage municipal assets. The general scope of the Asset Management Program is outlined in the AM Strategy, as well as a detailed program governance structure and role responsibilities. The Asset Management Strategy also identifies some high-level short-, medium-, and long-term program goals.

The Asset Management Roadmap is an internally-used step-by-step action plan for implementing AM across the organization and ultimately meeting the objectives of the AM Strategy and Policy. The Roadmap breaks

program goals down into individual tasks that include timelines, resource requirements, and staff responsibilities. The Roadmap is a living document and is subject to change as tasks are completed, or as internal priorities shift.

Roads Pilot Project

After developing the overall Strategy and Roadmap, the Roads Pilot Project commenced as an immersive way to introduce AM concepts and practices into an existing municipal operation. The project focused on the assets that contribute to the services of East Hants’s Roads Operations team: Roads, Sidewalks, Streetlights, Catch Basins, and Culverts. Through the project, staff and the consultant team collaborated to build a single, centralized roads asset inventory by compiling and verifying data. Staff and the consultant team worked to develop a unique asset ID system for the roads assets (which can be applied to other areas of the organization in the future), and compiled critical asset attributes such as age, material, and condition for as many assets as possible. Additionally, throughout the course of the project, the consultant team hosted a series of workshops with the AM Committee and Roads staff about how to leverage a strong asset inventory to set goals, answer questions, and plan for the future.

Roads Asset Management Plan and Asset Inventory

As a result of the Roads Pilot Project, along with centralized asset inventories, a ‘first-iteration’ Asset Management Plan for Roads Assets was developed. An Asset Management Plan is a point-in-time plan that outlines the state of the existing inventory of assets, and includes information about risk, lifecycle, and service delivery considerations associated with those assets. The Roads AM Plan also includes recommendations from the consultant team on ways to improve and move forward. The inventory data is intended to be regularly updated and maintained by municipal staff.

Table 1 outlines the quantities of asset classes that were covered in the scope of the Roads Pilot Project, at the time of the project’s completion in December 2023. As development continues and East Hants takes ownership of additional infrastructure, these numbers will be dynamic to reflect additions and changes.

Asset Class	Quantity
Roads - Asphalt	28.51 km
Roads - Gravel	7.40 km
Sidewalks	21.95 km
Streetlights	1995
Stormwater Culverts	69
Stormwater Catch Basins	224

Table 1. Quantities of asset classes included in the Roads Pilot Project

AM Program Next Steps

In the short term, staff plan to continue to advance Asset Management efforts by:

- Improving and building upon roads asset data following completion of the Roads Pilot Project.
- Directing focus to the Water and Wastewater areas of service and beginning to centralize and verify those asset datasets and processes.
- Improving Municipal property data.
- Continued integration and exploration of mobile GIS tools for asset data collection.
- Staying informed and up to date about Asset Management best practices and industry standards

Under the direction of the CAO and AM Committee, and through the guidance of the AM Office, the Municipality will continue to grow and advance in all areas of asset management. Staff are committed to continuous improvement efforts, and have committed to using a tool developed by the Federation of Canadian Municipalities (FCM) to help track AM maturity efforts. FCM's AM Readiness Scale tool tracks progress across five key areas: Policy and Governance, People and Leadership, Data and Information, Planning and Decision-Making, and Contribution to AM Practice.
