

ASSET MANAGEMENT 101

FINANCE & CORPORATE SERVICES COMMITTEE

Presented By: Kelly Oakley

Date: April 3, 2019



Key Messages

- Asset management is not limited to fixing what's broken
- Considers total lifecycle cost to deliver service
- True value of meaningful asset management is information to allow Council to make informed decisions

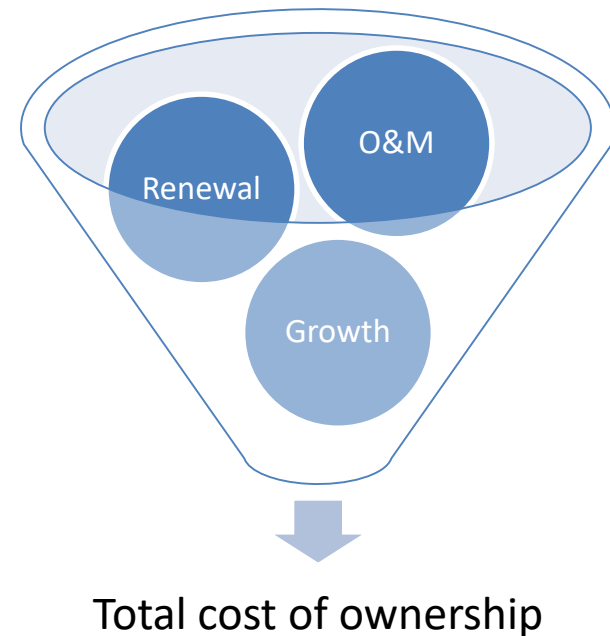
Asset Management 101

- Focus is on service
 - Assets exist to support resident need/request for service
 - New or expanded assets
 - Renewal of existing assets
 - Operate and maintain
- AM seeks to balance
 - Desire for service
 - Willingness and ability to pay
 - Tolerance for risk

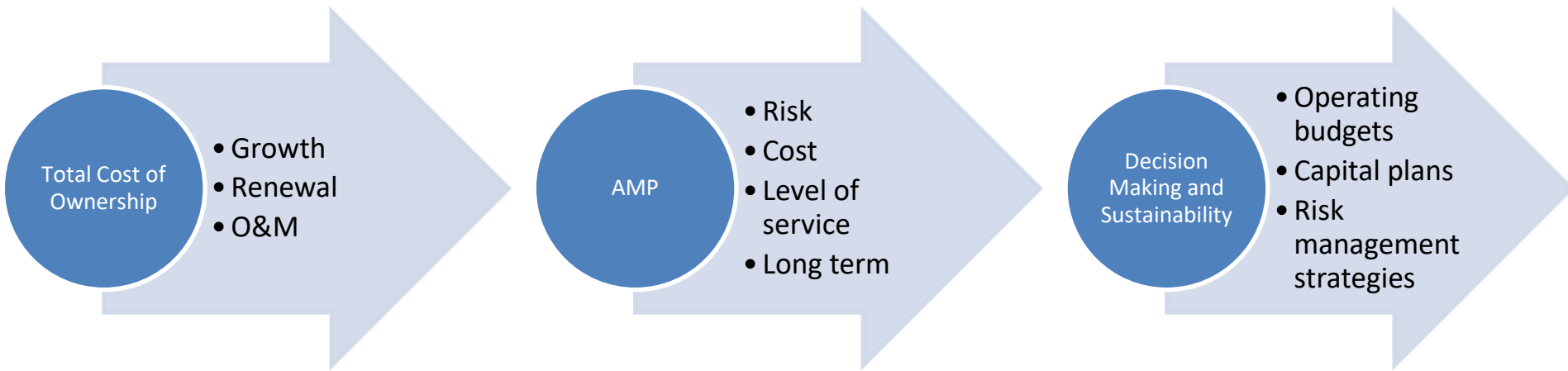


What is an Asset Management Plan?

- An AMP pulls information from various sources
- Long range financial plans are developed, with the goal of sustainability
- Quantifies the risks when there are funding shortfalls

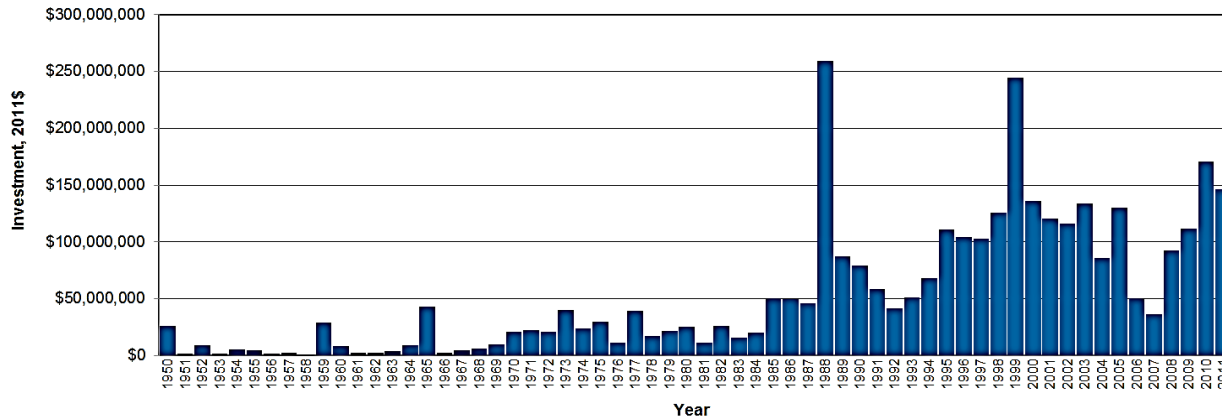


How it Comes Together

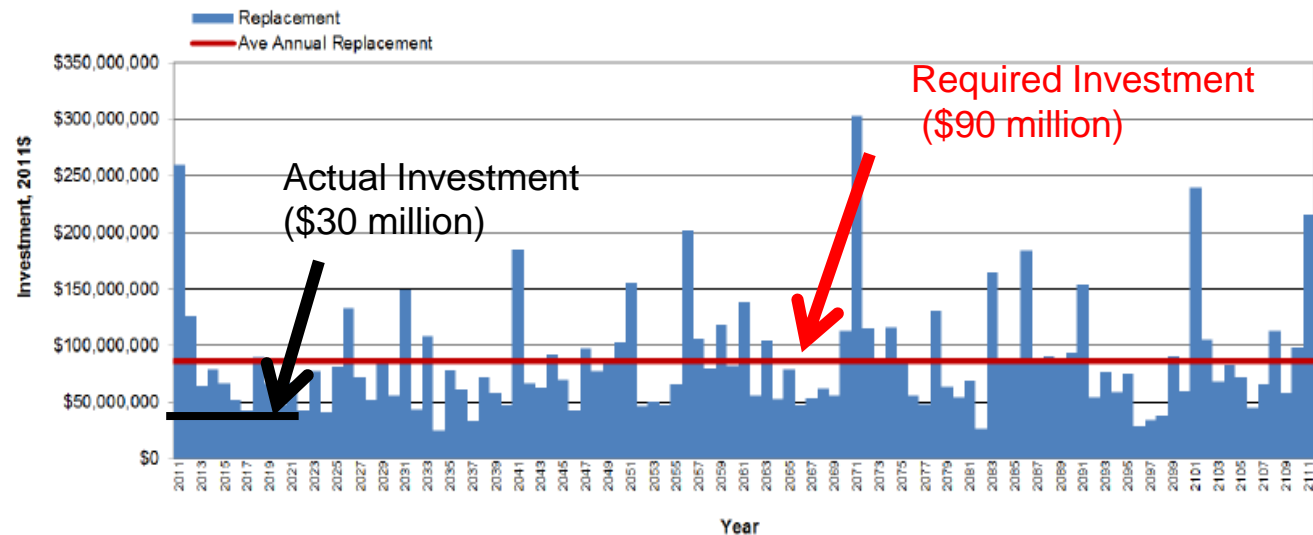


Why is Asset Management Important?

Existing Asset Installation and Value

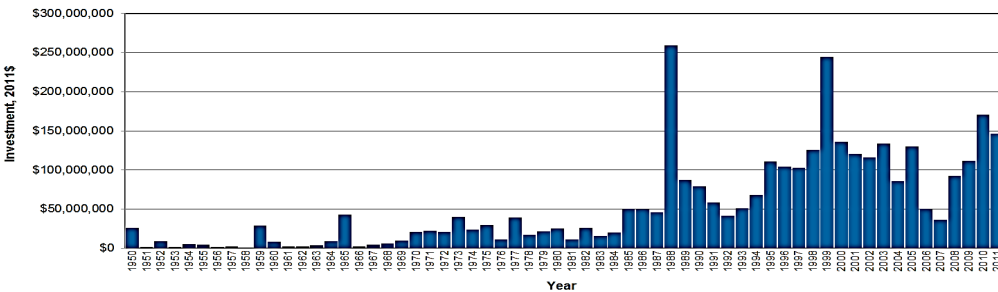


Future Replacement Costs – Existing Assets Only

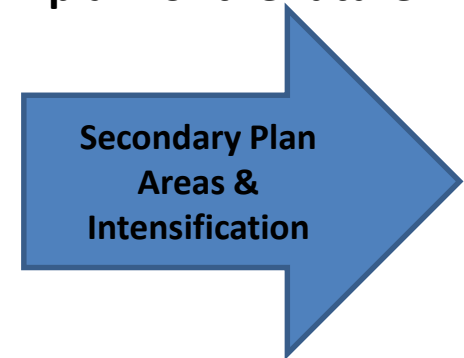


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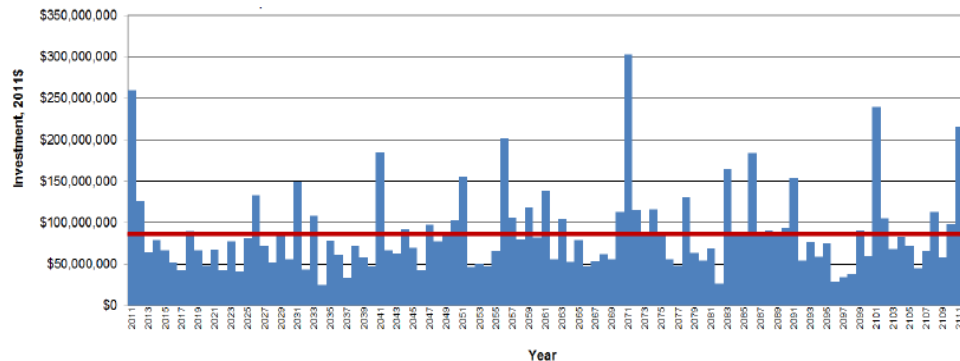


Now is the time to plan for the future



Secondary Plan Areas & Intensification

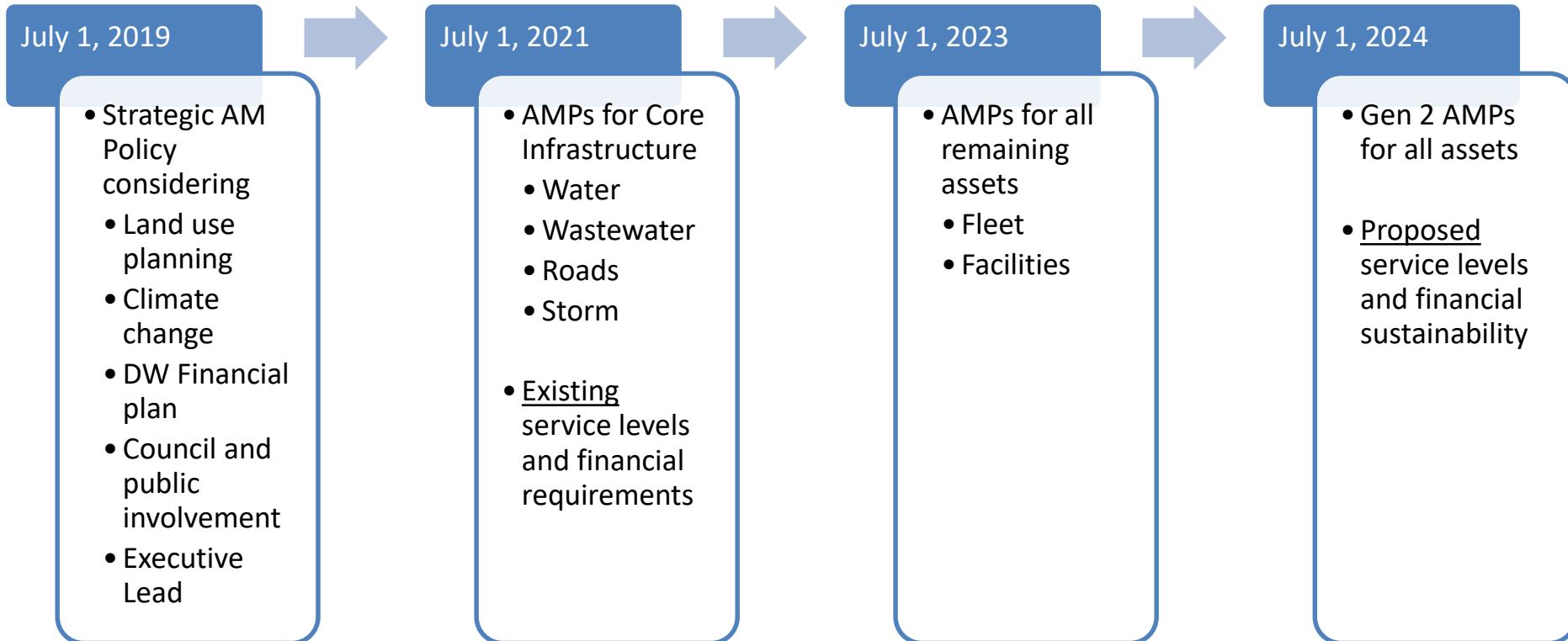
Future Replacement Costs – Existing Assets Only



Why are we talking about this now?

- The City has financial pressures
- We are going through another growth period
- The province has passed regulation requiring municipalities to do more asset management and to report on it

What Does the Regulation Mean for Barrie?



Endorsement by executive lead and Council
Annual reviews by Council on progress
AMP updates on minimum 5 year cycle

What the City is doing

- AM Strategy
 - aligned with best practice and regulation
- Asset Management Plans for all assets
 - Various levels of maturity and currency
- Active maintenance management improvement program
- Infrastructure Master Plan updates
- Renewal planning
- Recently completed long range financial plan
- Integration with financial planning and see AM as more than just renewal/capital

Asset Management Steering Committee (AMSC)

- The City established an AMSC in 2018
 - Strategic AM planning for the corporation
 - Prioritize & champion AM initiatives
 - Regulatory compliance
 - Facilitate integration & alignment with other corporate initiatives (eg. DC By-law, Official Plan)

AMSC Membership

Executive Lead

General Manager,
Infrastructure &
Growth
Management

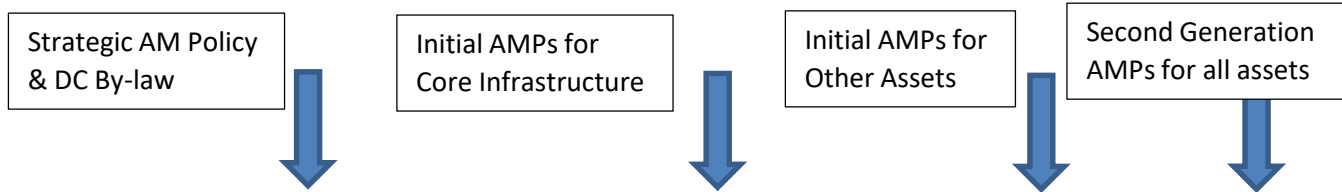
Members

Planning & Asset
Management
Engineering
Environmental
Services
Facilities
Finance
Information
Technology
Road, Parks & Fleet

Associate Members

BFES
CCI
Planning & Building
Services
Recreation
Transit

Draft Work Plan



Initiative	Most Current	2018	2019	2020	2021	2022	2023	2024	
Water AMP	2016				Potential for update to reg phase 1		Update for phase 2		
Transportation AMP	2015				Potential for update to reg phase 1		Update for phase 2		
SWM ponds only AMP	2012								
Storm water AMP (all assets)	2011 (a subset of broader Environmental)		Update to reg phase 1				Update for phase 2		
Wastewater AMP	2011 (a subset of broader Environmental)		Anticipate full update (to reg phase 1) - will request through 2019 capital				Update for phase 2		
Facilities AMP	2011					Update for phase 1 or both			
Fleet AMP	2011					Update for phase 1 or both			
Waste management AMP	2011 (a subset of broader environmental)					Update for phase 1 or both			
Parks and Recreation AMP	2011					Update for phase 1 or both			
Corporate Strategy	2011 Strategy, policy, framework and business processes 2016 Strategy update/roadmap	Gap analysis to identify required steps to regulatory compliance (review of each AMP)							
Corporate Policy	Draft available in Strategy update – 2016	Draft updated policy to align with regulation (CSR request likely required)	Complete policy and Council endorsement (by July 1)						
CMMS		Active CMMS improvement program – various initiatives (per Rob’s work plan)							
Condition assessment		Various and ongoing							
Long Range Financial Plan	2017								
DC Background Study	2014		Update - Pass by-law June 2019					Next cycle	
Official Plan	Update overdue		Comprehensive update						

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Moving forward

- The City has had AMPs in place since 2009, and our practices continue to evolve
- Quantifying total asset investment needs and ability to fund them is leading practice
- In the future, Council will be able to make better informed decisions