



## Asset Management Newsletter

THIRD EDITION – SUMMER 2011 ISSUE



### Feature Article: Comox Valley Local Governments Showcase “A Regional Response to Infrastructure Liability”

*By Kim A Stephens P. Eng.,  
Executive Director,  
Partnership for Water Sustainability in British Columbia  
on behalf of the Comox Valley Regional Team*

The initial capital cost of infrastructure is about 20% of the life-cycle cost; the other 80% largely represents a future liability. Each year, the funding shortfall grows. This is a driver for local governments in the Comox Valley to change the way they plan, finance, implement and, over time, replace or renew our infrastructure.

Sustainable Service Delivery. The Comox Valley Program is built around an annual seminar series. This program is the foundation for a ‘regional team approach’. The seminars provide a neutral forum for sharing, exploring and learning in a way that no other forum currently provides. The series attracts our local government personnel, developers, consultants, and non-government organizations located in the Comox Valley as well as local governments and others from outside the Comox Valley. The open forum facilitates cross-fertilization of experience and ideas.

*(Feature Article continued on page 2)*



### Sustainable Service Delivery

Through a program of professional development, the regional district and three municipalities are aligning efforts, building leadership capacity and striving for a consistent Comox Valley regional approach to

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## Sustainable Service Delivery

(Article continued from page 1)

"The focus of the 2011 Series is on the unfunded 'infrastructure liability' confronting all local governments. One of the foundation pieces underpinning the series is expressed this way: *All those involved in land development have a role to play in achieving Sustainable Service Delivery. The players include land use and infrastructure professionals,*" states Glenn Westendorp, Public Works Superintendent with the Town of Comox. He is Chair of the 2011 Seminar Series.

"We have moved beyond continuing education solely for the purpose of professional development. The 2011 Series is aligned with the recently adopted Regional Growth Strategy and Regional Sustainability Strategy. We are exploring what implementation of regional policy means on the ground. We are working towards a **Joint Report on A Regional Response to Infrastructure Liability.**"



Glenn Westendorp,  
Town of Comox

## Plan it Right at the 'Front-End'

"In April, Seminar #1 painted a picture of the 'legacy liability' of existing hard infrastructure – that is, roads and pipes. In May, Seminar #2 dealt with green infrastructure and 'sustainable urban drainage'. Seminar #3 on June 30 will focus on floodplain and flooding issues," continues Kevin Lorette, General Manager of the Property Services Branch in the Comox Valley Regional District.

"We know that the time to shape future life-cycle costs is at the infrastructure planning 'front-end'; and we recognize the importance of thinking at a watershed scale. Protection of a community's natural resources is an important piece in Sustainable Service Delivery, both fiscally and ecologically. Because nature has no borders, the four Comox Valley local governments are exploring how we can align and integrate our efforts at a watershed scale. We can achieve that outcome within the existing governance framework."



Kevin Lorette,  
Comox Valley RD

## Key Objectives for Holistic Approach

"Town-hall sessions are an important part of the seminar program. The sharing and learning that takes place is quite powerful. An 'Ah-Ha moment' at Seminar #1 was realizing how we needed to describe the distinction between traditional infrastructure and green infrastructure. As the discussion swirled, it became clear that framing the infrastructure liability issue in terms of three dimensions (or categories) would help everyone's understanding," reports Kevin Lagan, Director of Operational Services with the City of Courtenay.

"So, to promote a holistic approach to infrastructure asset management, we have crystallized three key objectives for Sustainable Service Delivery: 1) pay down the legacy cost of existing hard infrastructure; 2) reduce the life-cycle cost of new hard infrastructure; and, 3) shift from gray to green to protect downstream values (i.e. **environmental and/or agriculture**)."

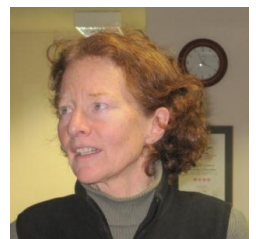


Kevin Lagan,  
City of Courtenay

## From Gray to Green

"The phrase 'gray to green' is becoming part of the language of land use professionals," adds Judy Walker, Planner with the Village of Cumberland. "Viewed from space, the urbanized landscape appears to be mostly gray. This reflects the impact of roads, rooftops and paved surfaces. The need to shift from gray to green is implicit in the working definition of Sustainable Service Delivery. The paradigm-shift starts with land use planning."

"After land is initially developed and/or redeveloped to a higher density, rainwater runoff volume increases. This results in cumulative impacts on streams. Local governments then bear the entire financial burden to stabilize and restore watercourses that have been impacted. At Seminar #2, we learned that green infrastructure reduces runoff volumes, decreases stresses applied to creeks, has lower life-cycle costs, and enhances urban liveability."



Judy Walker,  
Town of Comox



## Design with Nature

At Seminar #1 in the 2011 Series, Glen Brown (Executive Director with the Ministry of Community, Sport and Cultural Development) provided this context: "Sustainable Service Delivery is the Province's branding for a life-cycle way of thinking about infrastructure needs and how to pay for them over time. The approach is holistic. We are challenging local governments to think about what asset management entails BEFORE the asset is built. The paradigm-shift starts with land use planning and determining what services can be provided sustainably, both fiscally and ecologically."

*"The legislative authority for integration of land use planning and asset management, including financial*

management, already exists within the Local Government Act and Community Charter. Local governments can develop a truly integrated Asset Management Strategy that views the watershed through an environmental lens."

"The Province's Living Water Smart and Green Communities initiatives are catalysts for 'designing with nature': **Start with effective green infrastructure and protect environmental values.** Get the watershed vision right. Then create a blueprint to implement green infrastructure," concluded Glen Brown.



Glen Brown,  
Province of BC



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## So What is Sustainable Service Delivery?

- ☐ It integrates all the principles of Asset Management
- ☐ It understands the value of land-use planning
  - And it understands the impacts land-use planning has on service delivery
- ☐ It integrates the 'Design with Nature' philosophy
  - Nature is a valuable asset that must be 'maintained' in order to 'operate' effectively
  - Nature's assets often appreciate rather than depreciate – What can we do to leverage this?
  - Nature provides multiple 'services' – some similar to traditional community services – i.e. Rainwater Management
  - Nature, and many of the resources it provides, are finite

## Infrastructure Canada has New Minister



Denis Lebel, MP

Denis Lebel, MP for Roberval–Lac-Saint-Jean (Québec) was appointed Minister of Transport, Infrastructure and Communities. Mr. Lebel, as a prior Mayor of Roberval, Quebec and a Board member of Union des Municipalités du Québec has a clear understanding of the importance of infrastructure in our

communities.

In a recent speech to the Federation of Canada Municipalities in June, Mr. Lebel commented:

*‘This government will develop a long-term plan for public infrastructure that extends beyond the expiry of the Building Canada Plan. I look forward to working with stakeholders, to develop a long-term plan for public infrastructure beyond 2014.*

*As part of the development of this plan, we will need to take stock of our past accomplishments, and work with you to identify the priorities and key challenges that will need to be addressed, as well as the actions we can take together to meet them.’*

The current ‘Build Canada’ program expires in 2014. The good news is the commitment by Infrastructure Canada to develop a longer term plan. Asset Management BC is in a very good position to facilitate part of the discussion on the need and merits of integrated asset management. What are your thoughts and ideas? Through AM BC or your other Associations, make sure you participate in the dialogue.

Claude Blanchette of Infrastructure Canada will speak at our October 18<sup>th</sup> workshop in Kelowna. Look for a program update at that time and another good reason you need to be in Kelowna for that workshop. See details elsewhere in this newsletter and on our website [www.assetmanagementbc.ca](http://www.assetmanagementbc.ca).

## Case Study: District of Lake Country

### A Random Act of Asset Management: Integrating Capital and Asset Management Planning

By Sid Smith,  
Engineering Technologist, District of Lake Country

#### The Story

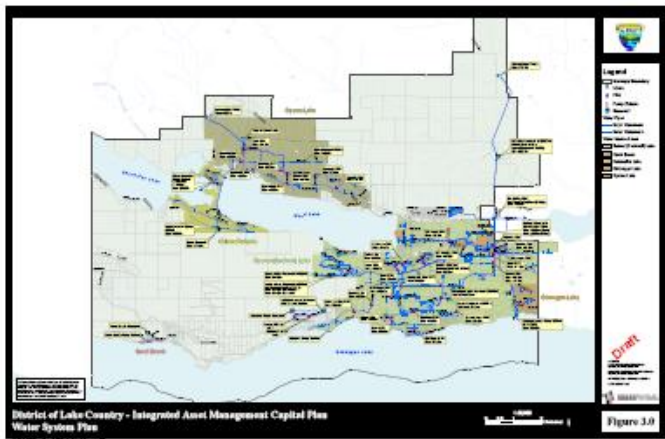
There’s a story going around the asset management community of a colleague who attended a recent conference where one presenter’s plea to the audience was “Can ‘you guys’ just do one random act of asset management?”. While not entirely random, the District of Lake Country’s Integrated Asset Management Plan [IAMP] just might be that act.

The IAMP project arose from a Council strategic priority to revise the District’s long-term capital plan and led to developing a comprehensive asset management cost model integrating and guiding future capital planning and infrastructure renewal for the District. The project was undertaken over the summer of 2010 with a tight seven week project schedule and a firm completion deadline of August 31<sup>st</sup>. The project was a highly collaborative effort between the Lake Country Engineering Department and the consultant, Urban Systems Ltd.

***The District of Lake Country is a rural community in the central Okanagan with a population of approximately 11,000***

The primary objective was to combine capital needs, infrastructure backlog and service level information into a plan at a high-level ‘thirty thousand foot’ view with a 20 year horizon. The tight schedule required the team to stay focused on the big picture and avoid getting bogged-down in unnecessary details. The cost model was developed using a spreadsheet format that provides an easily updated platform for cataloging and tracking the Lake Country asset portfolio with direct links to the District’s GIS. Other life cycle costs will be added as the new program continues to roll out.

A ‘quick win’ was achieved early in the project by making use of the infrastructure data to produce improved mapping as shown in Figure 1 below. This mapping was immediately put into use by operations staff and provided strong visuals for management and Council presentations.



**Figure 1:** An example of improved mapping

### The Method

The plan uses a defensible and fact based logic building and expanding on tangible capital asset data collected for the PSAB 3150 project. The model included asset categories shown in Figure 2.

Linear Assets	Non-Linear Assets
Water System	Fleet
Wastewater System	Fire and Emergency
Stormwater System	Solid Waste Management
Roadway System	Parks and Recreation
	Transit
	Hydro
	Environmental Protection
	Program Support Costs

**Figure**

### 2: Asset Categories included

The four step methodology: assemble inventory details; establish life-cycles and unit replacement costs; calculate requirements and backlog; program improvements resulted in a model that displays asset data at three levels. Level 1 summarizes and presents high level investment information across asset categories. Level 2 expands to show detail within each asset category while Level 3 presents project level data by individual geo-referenced asset.

Only readily available data was compiled and the model provides a good platform for continuing to expand and update asset data. Condition assessment data was available for roadways and water

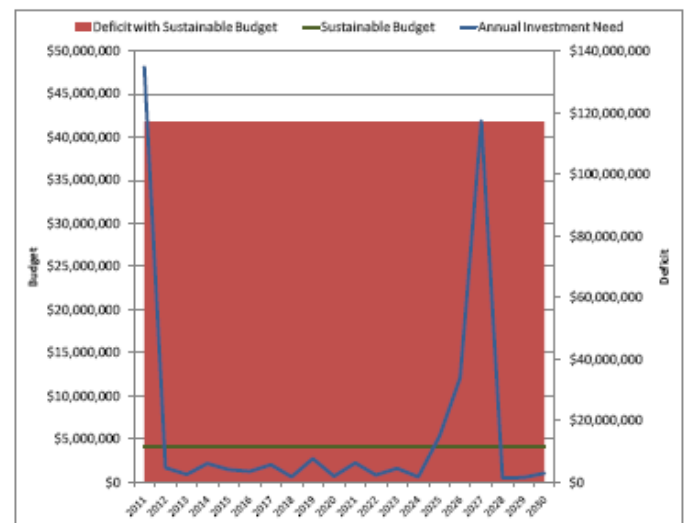
***A key difference between the IAMP model and PSAB TCA accounting is the distinction between historical cost and future replacement cost of assets; the difference between financial and management accounting.***

systems. Otherwise, asset age was used as a proxy for condition assessment and risk. Data gaps were noted and future iterations of the model will incorporate better data as asset details and condition data are collected.

### The Results

The estimated replacement value of the District's infrastructure assets is approximately \$250 million dollars. The portfolio has an estimated remaining value of approximately \$135 million dollars representing 53% of the remaining life. The current deficit is in the order of \$117 million dollars.

The analysis clearly identifies the overall funding deficiency. Three budget scenarios were developed; status quo, sustainable funding to hold the deficit at the current level and the ideal budget to reduce the deficit. The current annual capital budget of \$0.5 million sees the deficit continue to grow from \$117 million to \$190 million over the next 20 years while the sustainable budget scenario shown in Figure 3 sees the annual capital budget increase to \$4.2 million in order to maintain the current deficit level. An annual budget of \$6.4 million would decrease the deficit to a target \$72



million over 20 years.

**Figure 3:** Sustainable budget scenario

Presented with this information, Council agreed on three main objectives of: maintaining the current level of service provided to the community and residents; replenishing current reserves; and addressing the issue of aging infrastructure as financial priorities and gave Staff the green light to prepare a budget based on them. "We have a responsibility to create a long-term



strategy” Councilor Geoff Greenwell said during the meeting.

### The Next Steps

Next steps include integrating the same logical approach to future infrastructure master plans; closing inventory and data gaps; undertaking short and long-term sustainable funding reviews; determining sustainable levels of service, performance and risk; developing and implementing a public outreach program; and continuing the transition in asset management business practices.

This transitional step-by-step approach has not only provided our Lake Country Council, management and staff with a common understanding of the issues; the District now has an improved tool for long-term decision making that aligns expectations across the organization and provides a solid foundation for future capital planning and infrastructure renewal.

### Lake Country is being Proactive –

*By Alberto De Feo, CAO, District of Lake Country*



*Alberto De Feo*

For some, summer is a season to lay back and relax. Schools are closed until September and tourists populate resorts and other amenities to recharge and prepare for a busy winter. However, mindful of the moral lesson in the Aesop's fable 'The Ant and the Grasshopper', the District of Lake Country has been very

busy working on assuring that its long term vision of a community known for the best quality of living in the Okanagan and in BC continues to produce the results we are striving for and that are beginning to materialize.

As it goes, Aesop's fable tells the story of a merry grasshopper that spends the summertime singing and seizing the day without any particular care for what tomorrow is going to be while the ants are hard at work gathering supplies for the winter. The grasshopper mocks the ants and invites them not to waste time in hard work but to enjoy themselves, but the ants continue their work knowing that the winter will come soon and with it very little food. When the winter comes, the grasshopper has no food and, starving almost to death, he goes to the ants and asks for a bit of

food. The ants have enough for them to last through the winter and so they have no choice but to refuse to assist the grasshopper that dies of starvation soon after.

In the past, when the complexities of local governments were less pressing than today, some municipalities had a grasshopper approach to services and infrastructure. No need to set aside money for road repairs or replacement: when the time comes we'll find the money and the work will be done. Progressively, though, federal and provincial funding has become scarce and sparse and municipalities are left to fend the dilemma of how infrastructure and level of services can be proactively addressed for future betterment. It is not an easy answer. We can either let infrastructure gradually degrade and adapt to this, or we need to set aside sufficient funds to be prepared for when the need will come up.

In this spirit, the first phase of our asset management plan, which deals with our water infrastructure, is going through a number of proactive action steps that will ensure that Lake Country is prepared when the time comes. First, the District has prepared a Water Master Plan that has been prepared with the assistance of Council, staff, community members, the Water Advisory Committee, and consultants. It took a bit more than 2 years to draft the plan, finalize a number of options and, for Council, to choose the option we need to pursue. Since then (November 2010), we have been working on addressing the prioritization and long term funding of the projects that need to be done to keep our infrastructure functional and insure that when our residents turn the taps on they get water that is clean in a sustainable and affordable way.

I was pleasantly surprised to see that over 80% of the people that responded to our survey have told us they are pleased with the District taking the initiative to do this and pursue it full head on, and that they are not concerned with the cost increase of \$114 per year. The actual cost to the taxpayer will be \$1.33 per day: pretty good for a reliable, affordable and clean use of water. If you buy a bottle of commercial brand water, that would be a cost of only one half a litre bottle. Not only that, but our residents' investment of \$1.33 per day will buy \$79 million in projects over the next 20 years. Only a few municipalities in BC can say they have accomplished as much.

*Alberto De Feo, CAO, District of Lake Country is the opening speaker of the AM BC / LGMA Workshop in Kelowna, October 18.*

## Australia AM Process Piloted in BC and Saskatchewan

The challenge for our smaller communities is to achieve the same results as large communities but with less finances and resources available to achieve it. PSAB 3150, which brought the inventory and value of community assets to the attention of Council and onto the financial balance sheet, was a major challenge but was achieved. How can we now use that valuable data and information to plan the financial needs to sustain our infrastructure which is aging and traditionally has been underfunded?

Australia, facing the same issues for small communities, developed NAMS Lite as an asset management tool. The process and template, through training and coaching have been used in more than 150 communities across the country. The success of this approach, and the strong similarities with community and governance in Australian, justified a Canadian pilot project. The expected benefits of using this process are:

- Templates for calculations and text for completing a draft plan are provided as part of the process as is a user manual. Attendees leave the training session not only with a draft plan but the full knowledge of how it was developed using their own data
- Cost of the program is minimal with the benefit of knowledgeable in-house staff. The learning process is very economically compared to alternatives.
- Training engages municipal staff and their consultant if they chose. Municipal staff gains a clear understanding of the process, data quality and use and the ability to work with and update the plan as things change.
- Expert follow-up services are available to help with the process plus updates of material and a forum for information exchange.
- Integrates the technical and financial information, developing, key financial indicators, in a form presentable and usable for municipal councils to support decision making.

The joint pilot project involved four Saskatchewan and four British Columbia municipalities. Our 4 BC communities were, Village of Nakusp, City of Cranbrook, Town of Golden and District of East Kootenay. The Town of Golden hosted the 3 day training session.



NAMS Training program at Town of Golden

A few days after the training session, an e-mail was received from Kim Gartner, Chief Administrative Officer, Town of Macklin Saskatchewan as follows:

*Kim Gartner, CAO  
Town of Macklin*

*This (NAMS Lite) will be a continual learning experience for my staff and municipality, but we will be the beneficiaries of your knowledge and the NAMS program. If this type of program would have been available, and possibly mandatory, fifteen years ago we would be in a much better position to manage our current and future assets. I know that this has been the life's work of your team and we appreciate the sharing of knowledge. Hopefully we can, through this experience, encourage all Saskatchewan municipalities to implement such a system. John and Allen, thank you for taking the time to visit our province and for understanding the differences and similarities of our countries. It is through your efforts that we will gain an understanding of Asset Management and how it relates to the Canadian environment. Hopefully, we can be "champions" like yourselves in the promotion and education towards managing municipal assets in the years to come.*

*I really look forward to the months and years that lay ahead in the implementation of an asset management program for my community."*

Kim Gartner will present the Macklin case study at our AM BC / LGMA workshop on October 18 in Kelowna as will David Love of the Town of Golden. This will be complimented by the presentation from Chris Champion, CEO of the Institute of Public Works Engineering of Australia on the Australian experience. Results of the NAMS program will be available on the website in September. ([www.assetmanagementbc.ca](http://www.assetmanagementbc.ca))

## Asset Management BC and LGMA host Fall Workshop

*'Crafting the Message and Communicating the Results'* is the challenge being addressed at the fall workshop jointly sponsored by Asset Management BC and the Local Government Management Association. The workshop will be on **Tuesday, October 18** at the **Coast Capri Hotel in Kelowna**.

***"Having the tools to do Asset Management is one thing. Communicating the results to Councils and the public is another whole test of skills".***

This spring, AM BC coordinated 4 communities in British Columbia in using the Australian NAMS Lite process, training and template for achieving results on asset management. Along with our BC communities, the project included four communities in Saskatchewan. Our Australian trainers visited Canada for two weeks in June.

**Kim Gartner, Chief Administrative Officer, Town of Macklin, Saskatchewan** will provide the case study of NAMS lite in their community and the Saskatchewan experience. **David Love, Director Strategic Initiatives, the Town of Golden** will present the case study for Golden and the BC experience.

**Chris Champion, CEO of IPWEA** in Australia will present the overall NAMS program and how the success in Australia can be transferred to Canada. Chris will put into context where we are at in the journey and what lies ahead. He will explain the many resources available including a new series of practice notes, the comprehensive infrastructure financial management guidelines and a summary of NAMS capabilities. In a second presentation Chris will speak about the long-term plan, i.e., the long term *financial* plan. He will outline some of the key financial parameters important for measuring our sustainability and progress.

Communicating the message is a challenge for us all. **Therese Mickelson, Editor** of "Exchange" the quarterly publication of the Local Government Management Association has accepted the challenge of helping us learn how to communicate this complex message and give us some presentation tips.

**Claude Blanchette, Director General, Program Operations, Infrastructure Canada** will bring us up to date on initiatives with INFC. The Minister, in his

speech, at the FCM conference in Halifax indicated that the government would extend the Build Canada program beyond 2014 but wanted consultation to do that. We have offered Asset Management BC to help. This is your chance to hear where Infrastructure Canada is going with the current government and input to that consultation. Other speakers will address finance and communication. Do not miss this important workshop intended for all staff disciplines and especially CAO's and senior managers. The detailed program will be available and will be posted on [www.assessmentbc.ca](http://www.assessmentbc.ca) after August 1. Registration will be open about **August 10** through CivicInfo. Registration is a bargain at \$145 **plus HST** for the day and includes lunch and all the coffee and juice you chose to drink. See you in Kelowna.

## Upcoming Events

### September 6 - 8, 2011 – Terrace

**Local Government Management Association**  
North Central LGMA Chapter Meeting - Terrace

Brochure and registration on-line at: [www.lgma.ca](http://www.lgma.ca)

### September 14 - 16, 2011, Kamloops

**Local Government Management Association**  
Thompson Okanagan LGMA Chapter Meeting – Kamloops

Brochure and registration on-line at: [www.lgma.ca](http://www.lgma.ca)

### September 26 – 29, 2001 – Kamloops

**Public Works Association of BC**  
Annual Conference and Trade Show

Refer: [www.pwabc.cpwa.net](http://www.pwabc.cpwa.net)

### September 26 – 30, 2011 - Vancouver

**Union of British Columbia Municipalities**  
Annual Conference –

Vancouver Convention Centre

Brochure and registration on line at: [www.civicnet.bc.ca](http://www.civicnet.bc.ca)

### October 18, 2011 - Kelowna

**Asset Management BC /Local Government Management Association**

Fall Workshop - Coast Capri hotel, Kelowna

Registration \$145 +HST open on CivicInfo Aug. 8

Refer: [www.civicinfo.bc.ca](http://www.civicinfo.bc.ca)



# RoadMap for Asset Management being Published

By Wally Wells

A roadmap is always a handy tool to help us see where we are going and how to get there. There is usually more than one route. The important thing is that we know where to start, where to end and what the steps are in-between. Having these questions applied to asset management led to the desire and need for just such a RoadMap.

Four communities, the District of Tofino, the City of Powell River, the Town of Merritt and the District of Lake Country, volunteered to be case studies as a basis for development and testing of the RoadMap. Opus International of Victoria was retained to carry out the case studies and RoadMap development. The consultant met with each community and prepared an assessment of the steps that had been taken towards achieving asset management. A report was prepared for each community. Based on this research, plus use of other documents such as InfraGuide best practices and the Canadian National Framework for Asset Management, a RoadMap for developing an asset management strategy was developed.

Three coloured areas were identified as the basic level (pink), the intermediate level (green) and the advanced level (blue). The basic level provides all the steps necessary to achieve the first level of an asset management strategy. Refining the approach and ultimately the strategy are achieved by addressing the steps in the intermediate and advanced level once the basic level is achieved. The RoadMap was presented for an initial test at the Canadian Network for Asset Managers conference last May. The result and input was positive with some modifications made from community input.

The RoadMap will be published as a useful Guide for our communities along with resulting 'test' conclusions and observations from the four participating communities.

The RoadMap Guide provides the task plus text to explain and assist each community for each step in the initial basic level (pink).

Guiding text for use of intermediate and advanced levels will be addressed at a later date after feedback on use of the basic level.

In September the RoadMap will be posted on the Asset Management BC website and will be available for download and use. Your use and feedback is important, as we expect to incorporate your comments and suggestions resulting from use and testing of the RoadMap, in subsequent reviews and updates of this tool.

Watch our website [www.assetmanagementbc.ca](http://www.assetmanagementbc.ca) in September for your Asset Management RoadMap.

## AMBC : Asset Management Building Blocks : Roadmap



## Asset Management: Tips and Tactics

By Bernadette O'Connor

### Fast track to quick wins

It is important for every community to understand their asset replacement liability.

There are many mechanisms for generating a long-term forecast for replacement of existing assets. Some of these mechanisms have been discussed in this newsletter. However funding a detailed study or finding the staff time to collaborate and participate in a study can be a challenge. This is particularly evident in some smaller communities where resources are limited.

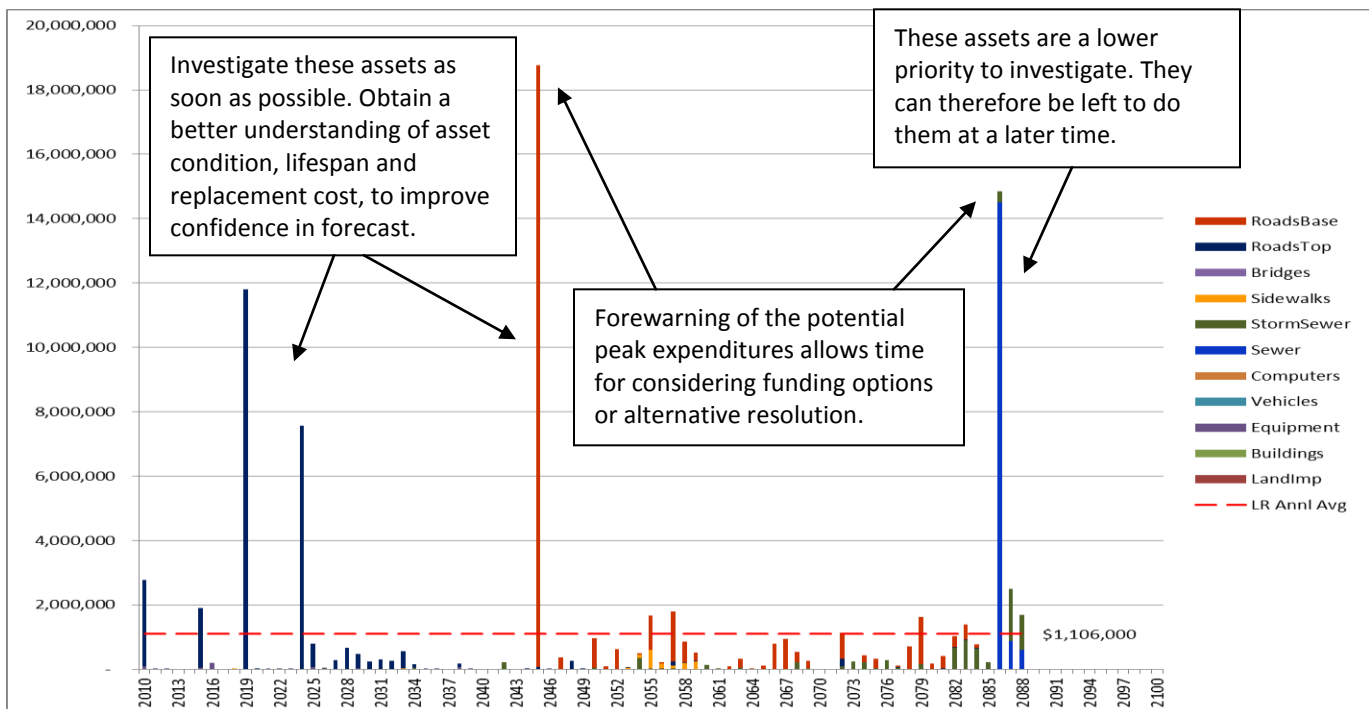
Even in medium sized communities, access to a quick overview can be very useful to provide guidance while a more detailed analysis is being generated.

In most cases, Municipalities can use the base asset data that has been generated for TCA (Tangible Capital Asset) reporting under PSAB 3150. This data will include install date, expected lifespan and historical cost.

It will be necessary to establish replacement cost, if this is not already included in the asset dataset. A reasonable approximation for replacement costs can be achieved quickly and inexpensively by applying current market unit rates. The result can be graphed for presentation purposes.

The quick wins that can be gained from this initial, rudimentary long-term forecast, include:

- Inexpensive overview of the big picture;
- Initial indication of the average annual funding required;
- Understanding where to put the effort into measuring asset condition or improving attribute data;
- A starting point for addressing sustainable funding issues with elected representatives;
- A simple platform for testing the sensitivity of key inputs and understanding the impact of missing or low accuracy data;
- Appreciation of the potential magnitude of peak expenditure and the likely funding challenges associated with these; and
- Understanding how much or how little time is available to resolve any significant issues.



## Comments, Quotes and Notes of Interest

*from Various News Sources and Contributors*

Extract from Manitoba Heavy Construction Association: June 23, 2011

The Infrastructure Funding Council's (IFC) report entitled 'A New Balance, A New Order, A balanced role in funding Manitoba's Municipal Infrastructure' was released on May 18, 2011. This was a full year after it was appointed to offer comprehensive strategies and approaches to begin addressing the burgeoning municipal infrastructure deficit faced not just by Manitoba, but all municipalities across Canada.

*(download full report at [www.winnipeg.ca](http://www.winnipeg.ca) or [www.mhca.mb.ca](http://www.mhca.mb.ca))*

... only asking for more money and not changing the manner in which infrastructure as an asset is treated, maintained, rehabilitated and built for future needs, is an incomplete and inadequate approach.

Simple things like asset management systems, regional infrastructure service delivery, intergenerational debt financing, real adherence to sustainable development principles, focusing on public transit as a solution to mass public movement needs, focusing on existing asset renewal, and life cycle and cost benefit analyzing, are but a few accountable expectations.

These decisions do not require intergovernmental collaboration. What they do require is political will and leadership at the municipal level. Were that to happen, municipal leaders would come to the table with greater moral leadership credibility and authority.

By Chris Lorenc, B.A., LL.B. President & Infrastructure Funding Council Chair

## Canadian Network of Asset Managers (CNAM) Burnaby Conference a Success

Under the theme *Building Communities*, the CNAM Workshop organizing committee, led by Barry Davis of the City of Burnaby, put together a fantastic program. Over 200 people attended. Asset Management BC helped promote the event and had several BC speakers

with excellent case studies and informational presentations.

CNAM – MONTREAL -2012. Are you a dynamic presenter interested in sharing your knowledge and experience with asset management professionals from across Canada? Abstract are now being accepted for the 6th annual Canadian Network of Asset Managers Workshop, May 6-9, 2012 at the Hilton Bonaventure Place in Montréal. Submissions are due by October 17, 2011. Visit [www.cnam.ca](http://www.cnam.ca) for complete details.

CNAM announces the first annual Tereo Asset Management Awards. Is your organization successfully developing and implementing asset management approaches to effect business improvement? If so, the Canadian Network of Asset Managers encourages you to submit an entry. Why Tereo? Terotechnology – from the Greek word 'tereo', meaning to guard, to care for, to watch over – is a multidisciplinary approach to obtaining maximum economic benefit from physical assets. Award submissions are due by January 31, 2012.

The CNAM Board of Directors recently published its first Strategic Plan 2011-2015 to provide a strategic direction and tactical plan for the association – with one of the primary goals being membership value. The Board is moving forward to implement that plan – signaling an opportunity for members to get involved, share their expertise, network with peers and contribute to the growth of CNAM. If you are interested, please visit [www.cnam.ca](http://www.cnam.ca) – information will be posted shortly on the committees and available volunteer opportunities.

Visit [www.cnam.ca](http://www.cnam.ca) in the workshop archives for speaker presentations from the 2011 conference, information and submission requirements for the 2012 Montreal conference, award submission and partnerships.

## CNAM / IAM Partnership

The Canadian Network of Asset Managers (CNAM) has signed a formal partnership agreement with the U.K.-based Institute of Asset Management (IAM). The two associations share a mutual interest in the development of national and international best practices, competencies and qualifications for the practice of infrastructure asset management.



*"CNAM and the IAM are excited about the opportunities to leverage each other's strengths for both short and long-term growth and to offer additional member value," explains CNAM chair Steve Wyton, P.Eng, MBA. "CNAM wants to grow our knowledge base and promote asset management within Canada. We recognize that the IAM is also a leading asset management organization with similar interests and this agreement simply makes sense." .....*

*..... "In the longer term, the IAM and CNAM are looking forward to starting to formalize international practice standards, and qualifications which may be applied in the UK and Canada," adds David McKeown, chief executive of IAM.*

**Editor:** Bernadette O'Connor



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## Asset Management: Questions and Answers

*Responses provided by Editorial Panel*

**Note to Readers:** You are invited to email questions to Asset Management BC or to the editor – see final page. Similarly you are also invited to send in comments and you can note in your email whether you do or do not wish your comment or question to be published.

*Raising questions and making comment are strongly encouraged as this newsletter is provided for the greater good of all types of Local Governments and Agencies managing infrastructure and for the advancement of Asset Management within the Province.*

*It is usual that the answer to one person's question will be of use to many. Therefore publication of these will not only be helpful but can also generate productive discussion on a topic and sharing of different perspectives that may otherwise have not been identified.*

### Coming in the Fall Edition:

- Latest news on the Asset Management Roadmap Project
- Asset Management BC Strategic Plan
- First Nation approach to Asset Management
- Results of NAMS Lite Asset Management training and process
- More Tips and Tactics
- Case Studies
- Questions and Answers