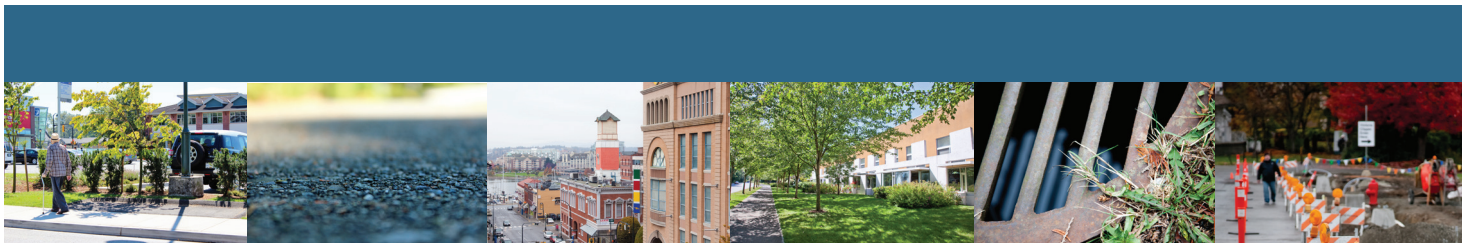


Asset Management for Sustainable Service Delivery

A BC Framework



Sustainable Service Delivery

Sustainable Service Delivery ensures that current community service needs, and how those services are delivered (in a socially, economically and environmentally responsible manner), do not compromise the ability of future generations to meet their own needs. Communities build and maintain infrastructure to provide services. These services support our quality of life, protect our health and safety, and promote social, economic and environmental well-being. Failure to care for our infrastructure, manage our natural resources and protect the benefits provided by nature risks degrading, or even losing, the services communities enjoy, and that future generations may rely on.

Sound asset management practices support Sustainable Service Delivery by considering community priorities, informed by an understanding of the trade-offs between the available resources and the desired services.

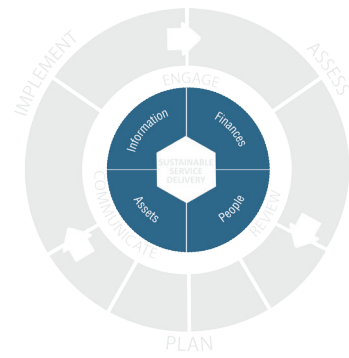
Asset Management

Asset Management is an integrated process, bringing together skills, expertise, and activities of **People**; with **Information** about a community's physical **Assets**; and **Finances**; so that informed decisions can be made, supporting Sustainable Service Delivery.



The Core Elements

People, Information, Assets, and Finances are considered the core elements of asset management. Each of these elements is necessary for sustainable service delivery. Success requires the integration of these four elements throughout the **Process** of asset management.



People

Asset management is a corporate function. Local governments that successfully implement asset management have staff and elected officials who; understand the need for asset management and support its implementation, are effective leaders, have a culture of inter-disciplinary teamwork, value informed decision making, and continuously develop their skills, experience and capacity.



Information

Information is needed to support decisions that are cost effective, manage risks, and support long-term service delivery. The quality of information, information collection and dissemination can evolve over time to support informed decision-making.



Assets

The physical infrastructure owned by local governments to enable service delivery including, but not limited to; water and wastewater systems, drainage and flood protection systems, transportation systems, civic facilities, parks and fleet. It may also include natural resources and the essential ecological functions nature provides.



Finances

A holistic understanding of the long-term costs of providing services and the infrastructure required is a critical element of asset management. Proactive asset management will yield fewer service disruptions, more predictable results and lower total lifecycle costs than a reactive approach to repair and replacement.

Asset Management: The Process

Asset management is a **continuous quality improvement process**. This ongoing **Process** is **incremental** and **scalable**, involving; **Assessing** capacity, demand and results, **Planning** what needs to be done, and **Implementing** the plans. This continually informs how to enhance and expand the **Process**.

Review, Communicate and Engage

Integral to, and throughout the asset management **Process**, it is important to include regular **reviews** and provide effective **communication** internally and externally with all affected stakeholders. Internally, it is critical to develop organizational alignment and build knowledge/understanding prior to external **communication** and **engagement**. Educating and building awareness will improve the ability to implement asset management.

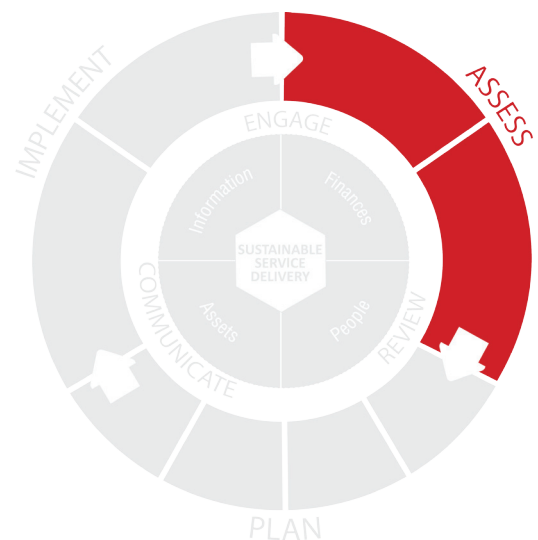
ASSESS

Assess Asset Management Practices

Determine organizational capacity to undertake asset management as an ongoing corporate function. This includes a high level assessment of all the core elements: **people, information, assets, and finances**. The assessment results serve as a foundation for developing and implementing the **Process**.

Assess the Current State of Assets

Assessing the current state of assets includes; knowing the inventory, asset conditions, both defined customer and technical levels of service and risks within each asset group. This assessment is the foundation for the development of **Asset Management Plans**.



PLAN

Asset Management Policy

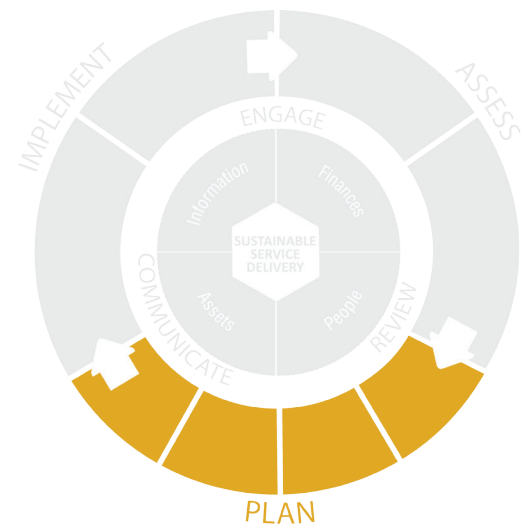
A document that broadly outlines the principles and mandated requirements for undertaking asset management across the organization in a systematic and coordinated way, consistent with the organization's plans.

Asset Management Plan

Long-term plans that outline the assets, asset conditions, levels of service, asset and service risks, activities and programs for each service area and resources required to provide a defined level of service in the most cost effective way. Each Asset Management Plan is a readable and user-friendly living document that is continuously improved to incorporate new information or changing requirements.

Integrate to Long-term Financial Plan

Asset Management Plans are integral to a robust Long-Term Financial Plan and support **Sustainable Service Delivery**. This integration identifies gaps between long-term costs and available funding. The financial planning process identifies opportunities to close the gap through adjusting service levels (reducing costs) and/or increasing funding (raising revenue).



Asset Management Strategy

The high-level, long-term approach to asset management, including **Asset Management Plans** and objectives for managing assets.

IMPLEMENT

Implement Asset Management Practices

Asset management practices establish and implement ways that integrate people, organizational culture and capacity. The implementation of these practices is guided by an **Asset Management Strategy** and the actions in **Asset Management Plans**.

Measure and Report

Annual and financial reports include asset management objectives and outcomes identified in an **Asset Management Strategy** and **Asset Management Plans**. Reporting demonstrates measurable progress in implementing the **Process** and achieving outcomes that contribute to **Sustainable Service Delivery**.

