ABBOTSFORD

ASSET MANAGEMENT
strategy
2021

ASSET MANAGEMENT strategy

Introduction

The City's Asset Management (AM) journey began when AECOM was appointed to develop an AM Gap Assessment. The purpose of the assessment was to identify gaps in the City's existing AM practices and present opportunities to close those gaps, ensuring assets are managed in a sustainable and responsible manner.

 In January 2020, the development of an AM Strategy was added to the City of Abbotsford's 2019-2022 Council Strategic Plan. Staff then established an AM Working Group to champion and support the implementation of AM initiatives across the City. The City has gained a good understanding of its AM capabilities and the resources required to meet its desired AM maturity targets.

ABBOTSFORD

What is 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 and program delivery.

Benefits of Improved Asset Management for the City of Abbotsford

- Use available resources effectively

- Manage assets sustainably

- Minimize asset total lifecycle costs

- Consider environmental and social sustainability goals

- Minimize risks associated with asset failures

- Pursue best AM practices
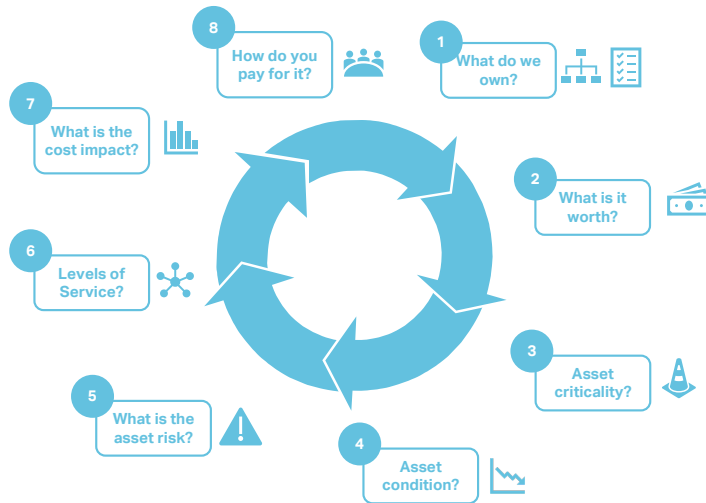
Net Book Value Assets Cost:
$1.4B

Estimated Current Assets Replacement Cost:
$5.3B

Master Plans Cost:
$1.9B

Asset Management BC Framework for Sustainable Service Delivery

Asset Management is the systematic and coordinated activities and practices of an organization to optimally and sustainably deliver on its objectives through the cost-effective lifecycle management of assets.

Assessment Methodology (AM)
Gap Assessment Methodology

Core AM Capability	Discussion Topic
Awareness & Priorities	AM vision, state of infrastructure, awareness, priorities and leadership.
People & Skills	Staff and resources, knowledge and skills, AM roles and responsibilities, asset knowledge.
Organizational Processes	AM policies and plans, levels of service, lifecycle planning, documented processes.
Technical Capabilities	Condition and criticality assessments, failure modes, service demands.
Asset Information & Data	Asset data, enterprise-wide systems, GIS, IT support.
Budget & Finance	Financial planning, forecasting, reserves, budgeting, taxes and rates.

Key Asset Management (AM) Gap Assessment Findings

Vision:

- A corporate vision for AM is required
- AM data must be shared across organization

Practices:

- AM practices at department level, vary in detail and approach
- Documented AM processes and procedures needed
- Asset data lives in individual spreadsheets

Resources:

- Need to review resources and funding for designated AM practices, based on priorities and available funding
- Common software systems required and to be fully integrated

Service Areas Assessed

- Airport
- City and Regional Utilities – Infrastructure Planning
- Finance and Purchasing
- Fire
- Geomatics and Continuous Improvement
- IT
- Police
- PRC & Facilities
- Roads, Fleet and Electrical Operations
- Solid Waste
- Transportation Planning – Infrastructure Planning
- Utilities Operations

7

Roadmap Timeline

	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Sustain & Maintain
AM Governance Framework	██	██				
Data Framework		██				
CMMS		██	██	██	██	
DSS			██	██	██	
AM Plans (AMPs)			██	██	██	

Step #1
Implement an Asset Management Governance Framework

Formalize AM governance within the City to cascade a unified AM vision, vocabulary and associated activities from Council through SLT to Operations.

Objective

To put necessary Asset Management building blocks in place to enable assets held by distinct departments to be managed in a consistent fashion. This will allow for greater stability in financial and capital planning, more informed decision-making regarding investment in assets, and enhanced interdepartmental and municipal collaboration on projects that involve AM.

Activities

1. Formalize an Asset Management Steering Committee

2. Staff the City with a dedicated Asset Management Leader and Technicians

3. Develop Asset Management planning documents

Step #2
Implement a Data Governance Framework

Formalize Data Governance within the City to standardize the way asset information is collected, stored, analyzed, managed, and updated.

Objective

To define clear roles on data ownership and accountability, improve confidence in decision-making and reporting of City assets, improve asset data integrity for AM and financial analysis, streamline data workflows, and provide efficient sharing and distribution of asset data.

Activities

1. Asset Management Strategy
2. Asset Information Standards

Step #3
Implement a Computerized Maintenance Management System (CMMS)

Implement a CMMS to plan, track, measure and optimize all maintenance activities.

Objective

To prepare a comprehensive plan that will enable a successful CMMS implementation within the City by establishing requirements and ensuring enough resources and support are in place prior to the procurement of a CMMS.

Activities

1. Establish a CMMS Working Group
2. CMMS Working Group develops a list of internal functional requirements
3. Develop CMMS roadmap
4. Procurement
5. Implementation

9

Activities

1. Establish a DSS Working Group to guide the CMMS implementation

2. Develop a list of functional requirements

3. Develop a DSS roadmap

4. Procurement

5. Implementation

Step #4
Implement a Decision Support System (DSS)

Implement a DSS to improve data driven decision making capacity when making investments to improve infrastructure and service levels.

Objective

To support capital investment planning, prioritization & optimization. From a financial, regulatory point-of-view it is critical to have a solution in place to support the City's accounting reporting requirements, in addition to the DSS functionality. By linking strategic long-term infrastructure investment scenarios to level of service outcomes, the DSS will help the City in advancing its AM practices and allow asset owners to better predict funding needs using realistic renewal and replacement profiles which are not based on age alone.

Step #5
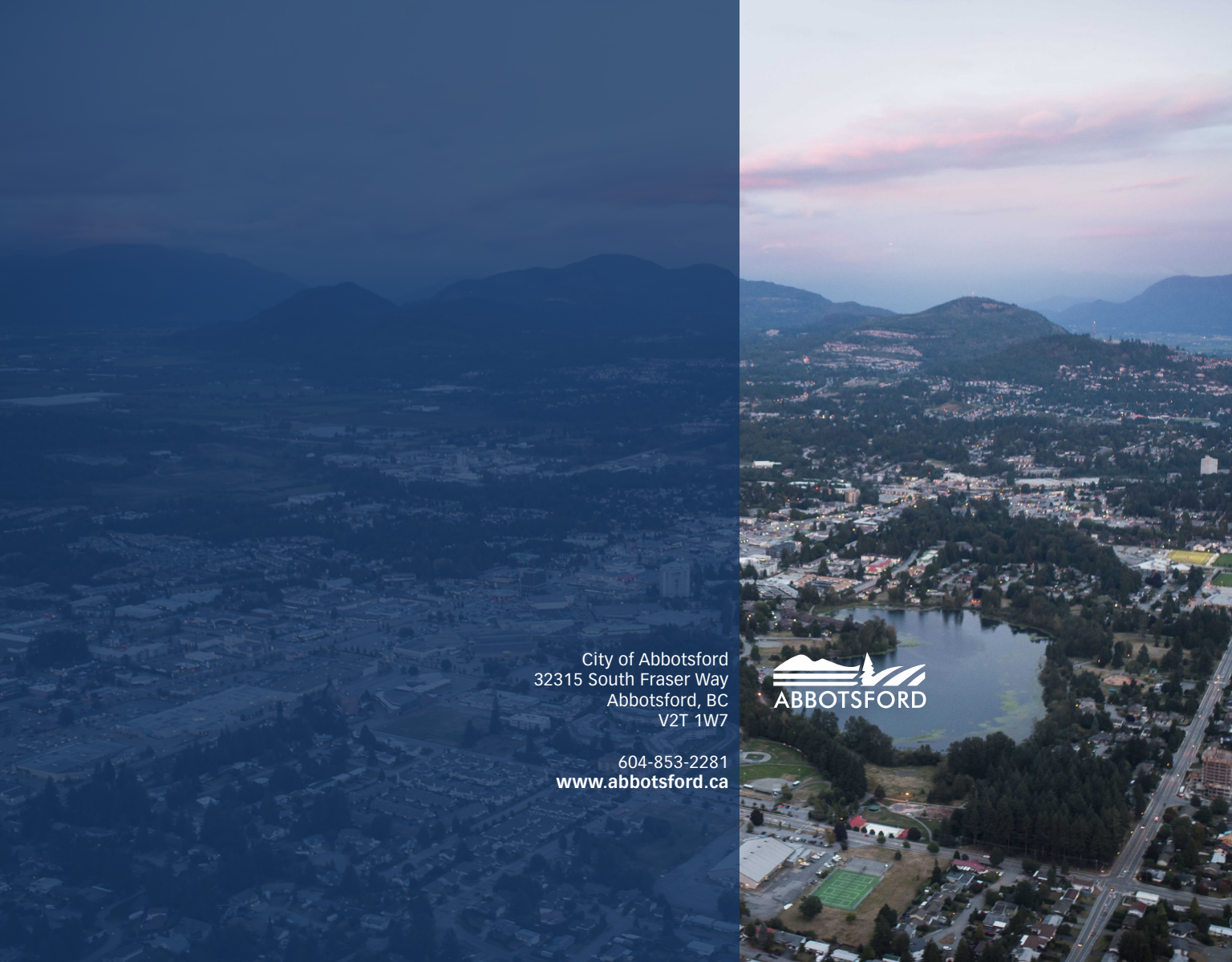## Develop Asset Management Plans for Each Service Area

AM Plans flow from the AM Strategy to specify detailed activities, resources, responsibilities, timescales, and risks for the achievement of the City's AM objectives.

Objective

AM planning aligns the City's AM activities with its overall organizational objectives. This 'line of sight' enables individuals at all levels of the organization to understand the rationale for what they are doing, whether it's collecting data in the field or entering data back in the office. AM planning ensures that AM policies, strategies, and objectives are informing organizational plans and processes within the City, and that AM practices are consistent across departments. AM planning enables asset owners to set priorities, decide on capital budgets, and sustain service levels that are valued by the community.

Activities

1. Prioritize AM plans by Asset Class

2. Prepare AM plan template

3. Develop AM plans

4. Implement AM activities and programs as per AM plans

City of Abbotsford
32315 South Fraser Way
Abbotsford, BC
V2T 1W7

604-853-2281
www.abbotsford.ca

ABBOTSFORD