



Cowichan Valley Regional District

Acknowledgement

I would like to begin by acknowledging that we are gathered on the traditional and unceded territory of the Coast Salish Peoples: the Quw'utsun, Malahat, Ts'uubaa-asatx, Halalt, Penelakut, Stz'uminus, Lyackson, Pauquachin, Ditidaht & Pacheedaht.



Asset Management Maturity Assessment

Today's Discussion

Project Overview

Current AM Maturity Levels

Desired Maturity Levels

Assessment Outcomes

Asset Management Strategy

- *Asset Management Improvement Actions.*

Next Steps

Questions

Project Overview

Purpose of Project (Phase 1):

- To determine the current level of Asset Management Maturity of each department.
- Identify the “desired state” Asset Management Maturity level
- Identify and prioritize improvement tasks that will achieve “desired state” over the next 3-5 years.

Purpose of Project (Phase 2):

- Develop an Asset Management Strategy that:
 - a) *Describes the improvement actions identified in the benchmarking assessment*
 - b) *Describes the tasks required to achieve the “desired” maturity level for each department and corporately.*
 - c) *Sets the timeframe in which the improvement actions should be completed by.*

Project Overview

- ① Strategy and Planning
- ② Asset Management Decision-Making
- ③ Lifecycle Delivery
- ④ Asset Information
- ⑤ Organization and People
- ⑥ Risk and Review



Project Overview

AM Strategy & Planning	Lifecycle Delivery	Organization & People	Risk & Review
AM Policy	Technical Standards & Legislation	Procurement & Supply Chain Management	Risk Assessment & Management
AM Strategy & Objectives	Asset Creation & Acquisition	Asset Management Leadership	Contingency Planning & Resilience
Demand	Systems Engineering	Organizational Structure	Sustainable Development
Strategic Planning	Configuration Management	Organizational Culture	Management of Change
AM Planning	Maintenance Delivery	Competence Management	Asset Performance & Health Monitoring
AM Decision-making	Reliability Engineering	Asset Information	AM System Monitoring
Capital Investment Decisions	Asset Operations	Asset Information Strategy	Management Review, Audit & Assurance
Operations & Maintenance Decisions	Resource Management	Asset Information Standards	Asset Costing & Valuation
Lifecycle Value Realization	Shutdown & Outage Management	Asset Information Systems	Stakeholder Engagement
Resourcing Strategy	Fault & Incident Response	Data & Information Management	
Shutdowns & Outage Strategy	Asset Decommissioning & Disposal		

Project Overview

Asset Management Subject Areas

1. Asset Management Policy
2. Asset Management Strategy & Objectives
3. Demand
4. Strategic Planning
5. Asset Management Planning
6. Asset Information Strategy
7. Asset Information Standards
8. Asset Information Systems
9. Data & Information Management
10. Procurement & Supply Chain Management
11. Asset Management Leadership
12. Organizational Structure
13. Organizational Culture
14. Competence Management
15. Capital Investment Decisions
16. Operations & Maintenance Decisions
17. Lifecycle Value Realization
18. Resourcing Strategy
19. Shutdowns & Outage Strategy
20. Risk Assessment & Management
21. Contingency Planning & Resilience
22. Sustainable Development
23. Management of Change
24. Asset Performance & Health Monitoring
25. Asset Management System Monitoring
26. Management Review, Audit & Assurance
27. Asset Costing & Valuation
28. Stakeholder Engagement
29. Technical Standards & Legislation
30. Asset Creation & Acquisition
31. Systems Engineering
32. Configuration Management
33. Maintenance Delivery
34. Reliability Engineering
35. Asset Operations
36. Resource Management
37. Shutdown & Outage Management
38. Fault & Incident Response
39. Asset Decommissioning & Disposal

Maturity Ratings

3 - Competent

2- Developing

1 - Aware

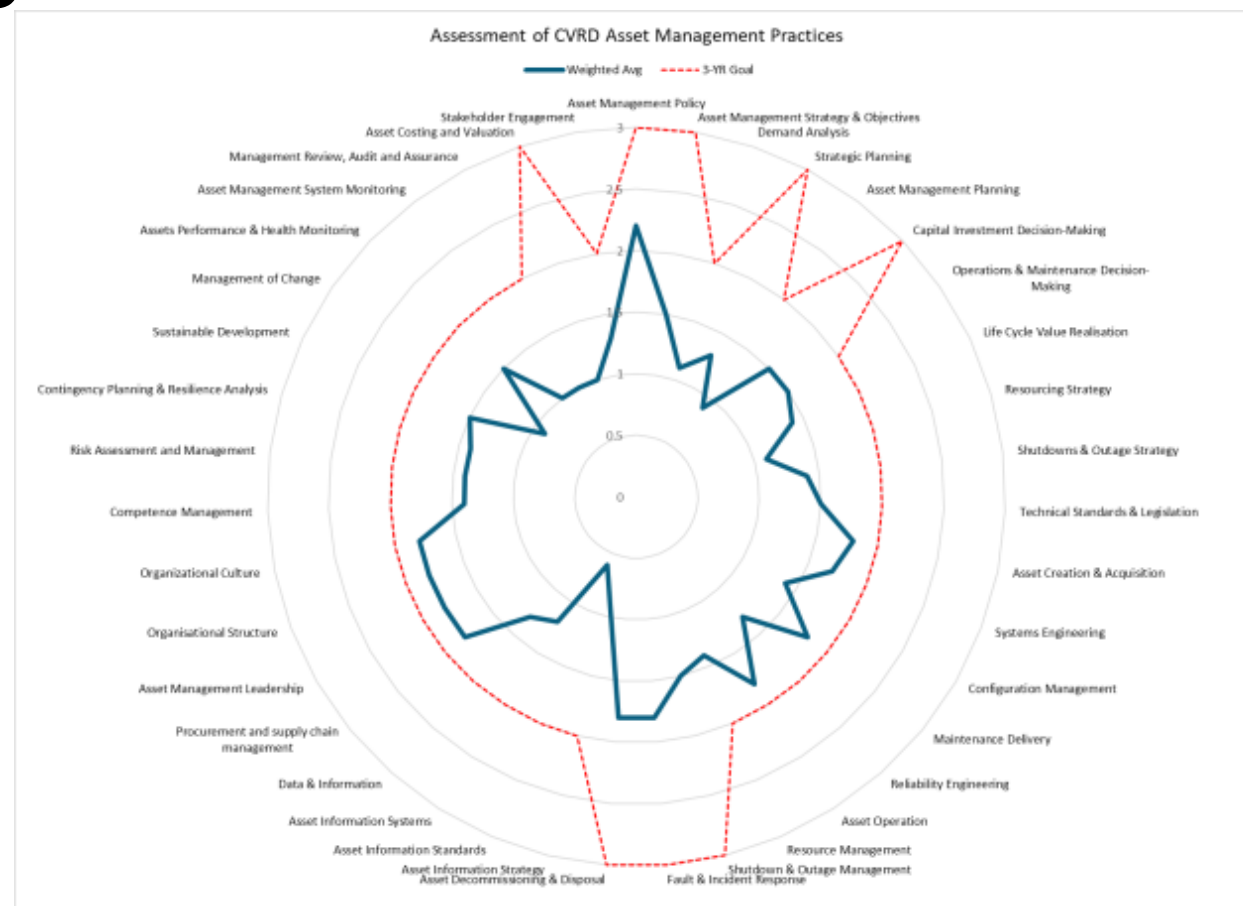
0 – Not Started

Department Weighing (by asset value)

Facilities Management	25%
Fire Service	13%
Parks & Trails	15%
Recycling & Solid Waste	12%
Utilities	35%

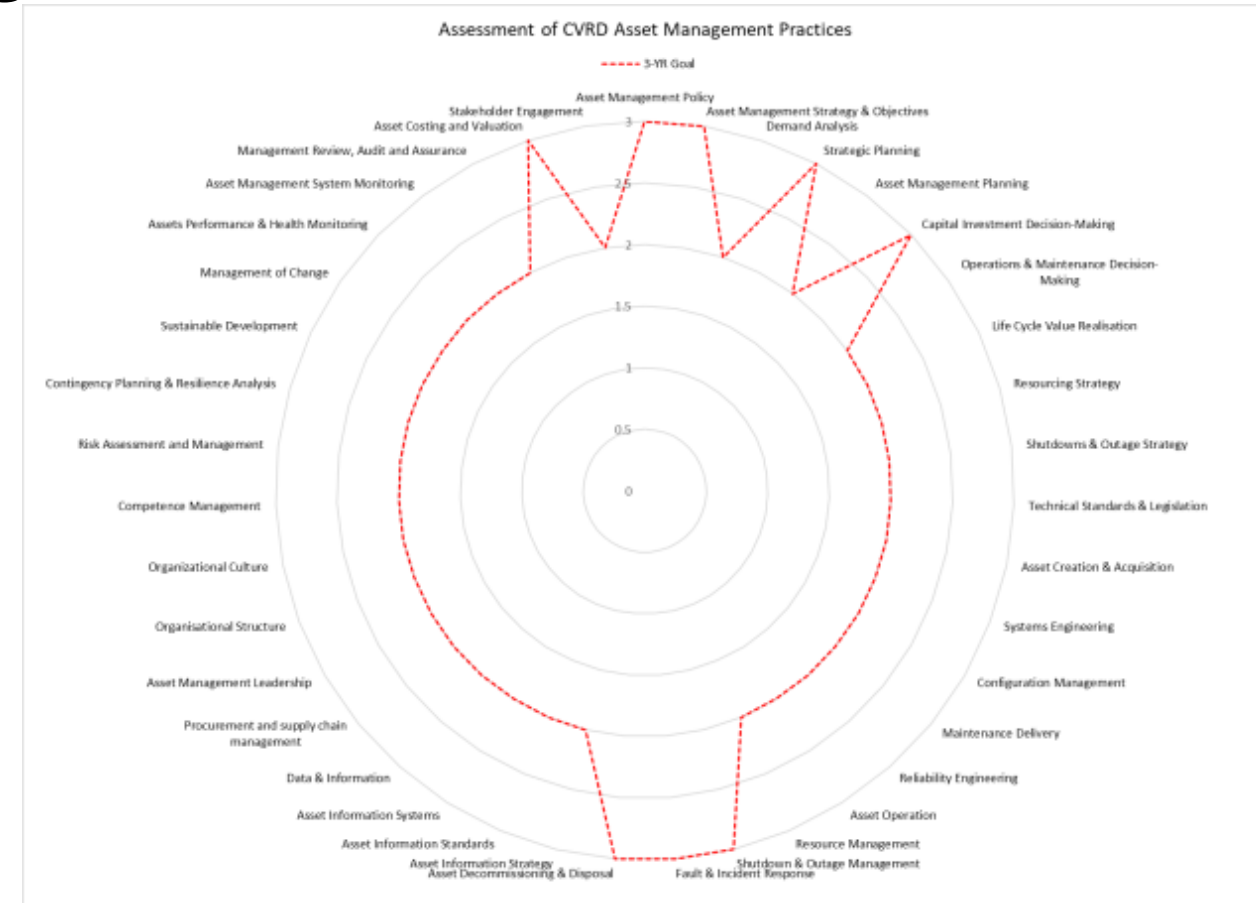
Current AM Maturity Levels

Weighted Average



Desired AM Maturity Levels

Corporate 3-Year Goal



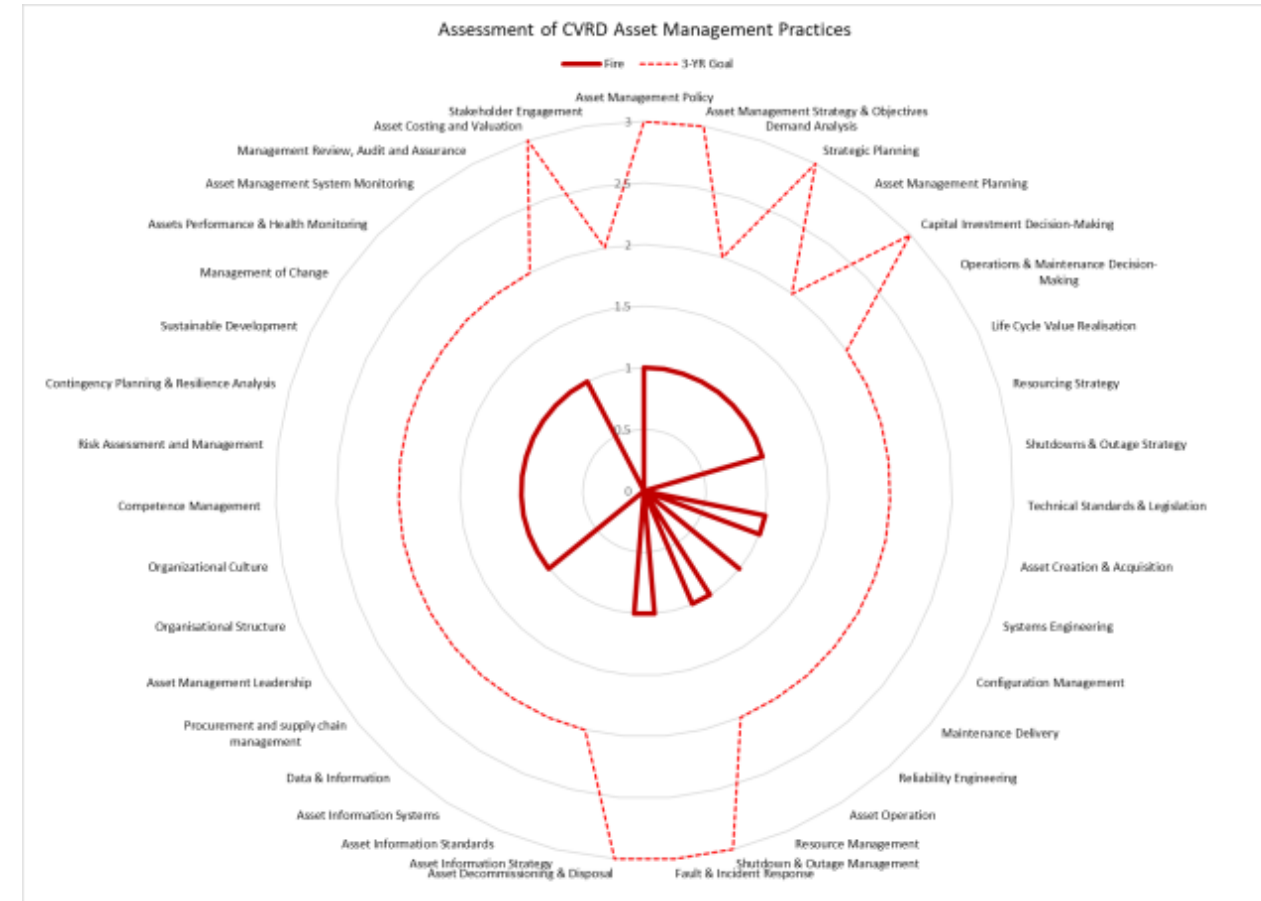
AM Maturity Levels vs. Corporate Goals

Facilities Management



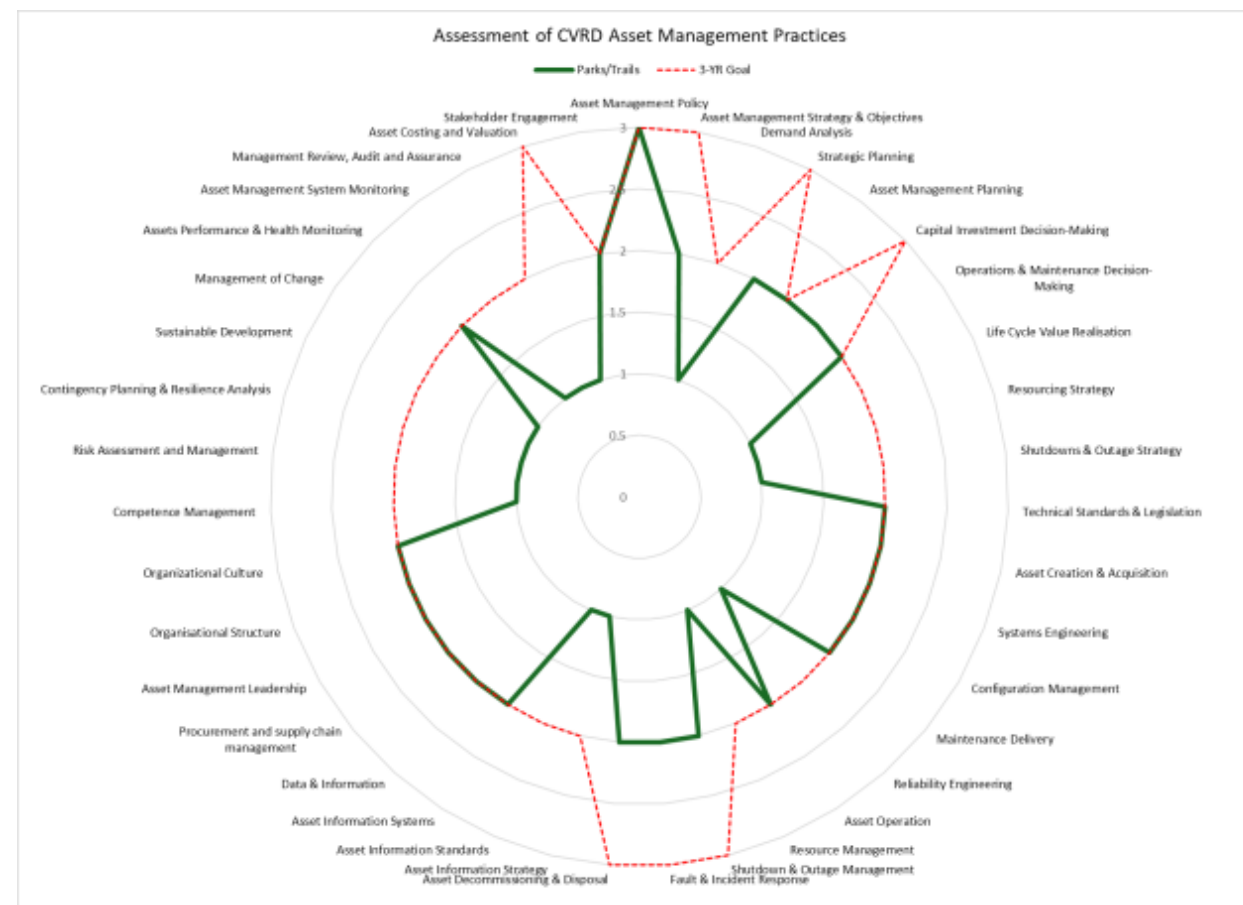
AM Maturity Levels vs. Corporate Goals

Fire Service



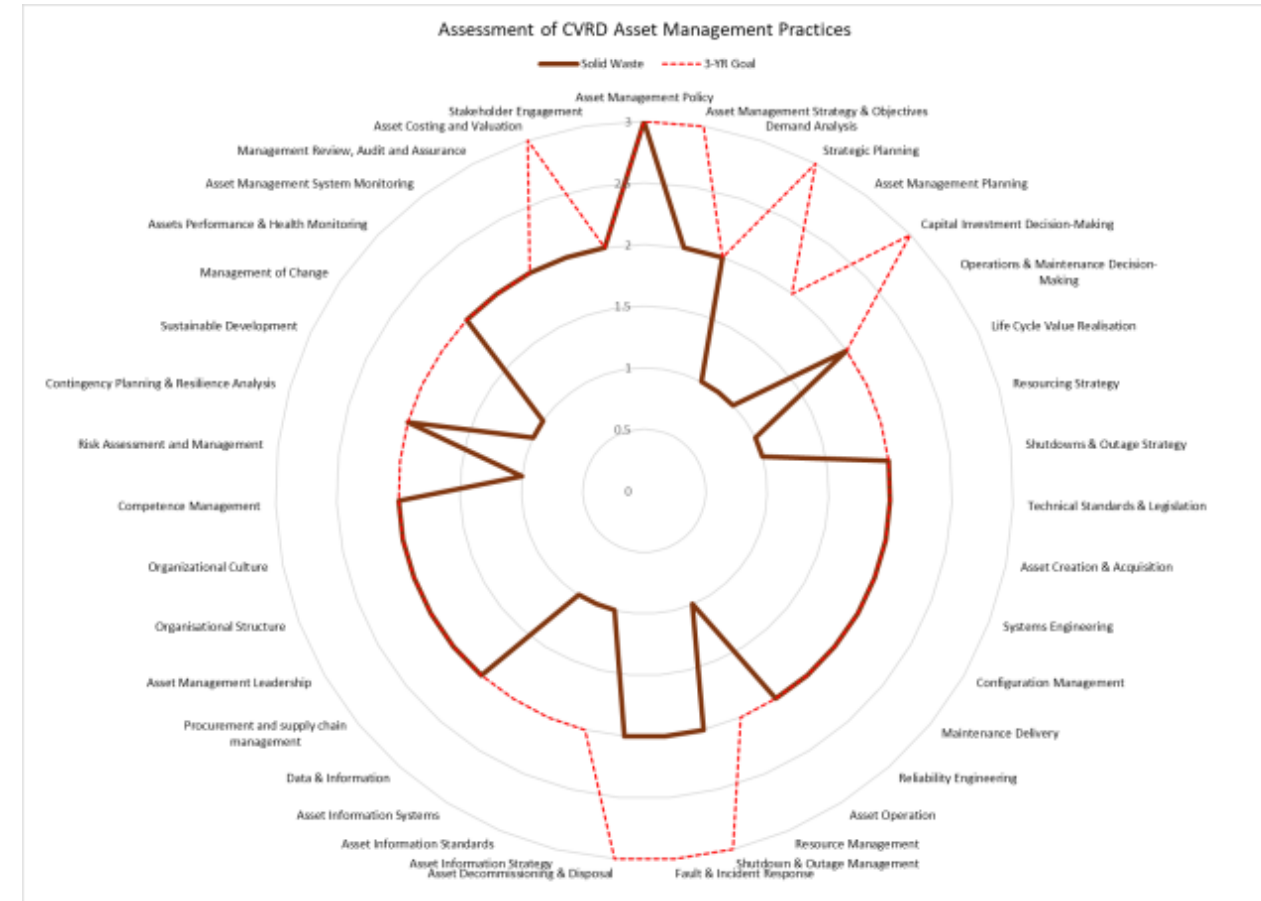
AM Maturity Levels vs. Corporate Goals

Parks & Trails



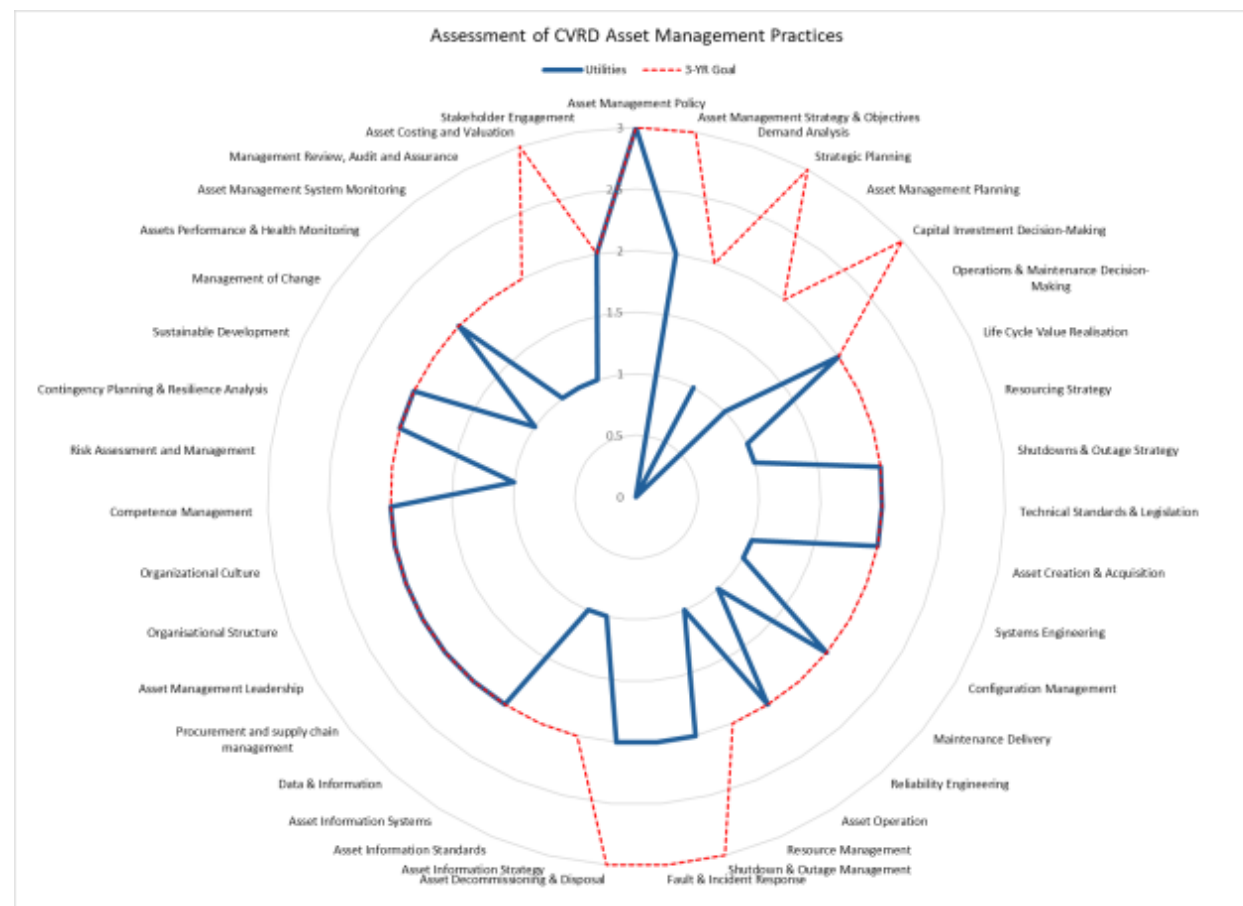
AM Maturity Levels vs. Corporate Goals

Recycling & Solid Waste



AM Maturity Levels vs. Corporate Goals

Utilities



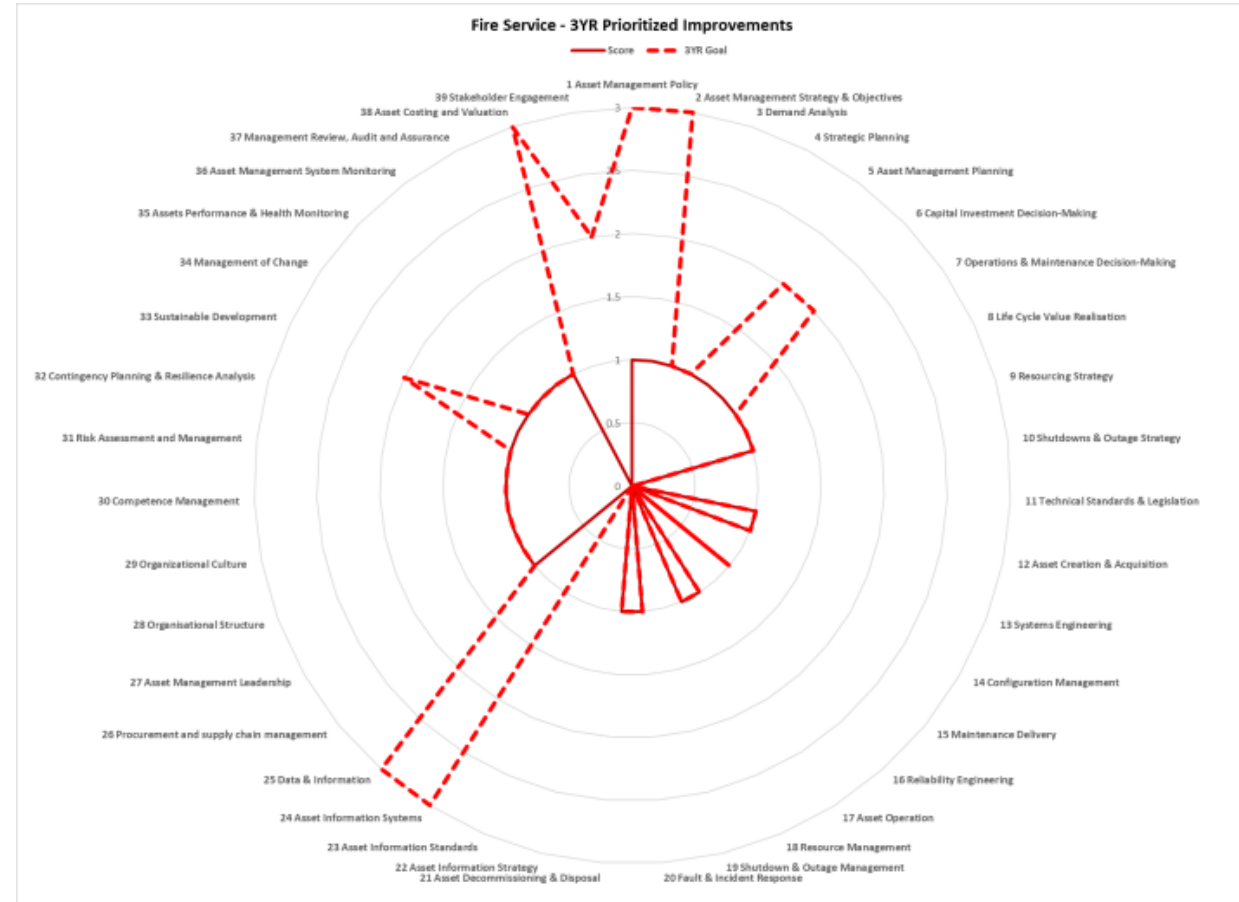
2024 Maturity Levels vs. Desired

Facilities Management



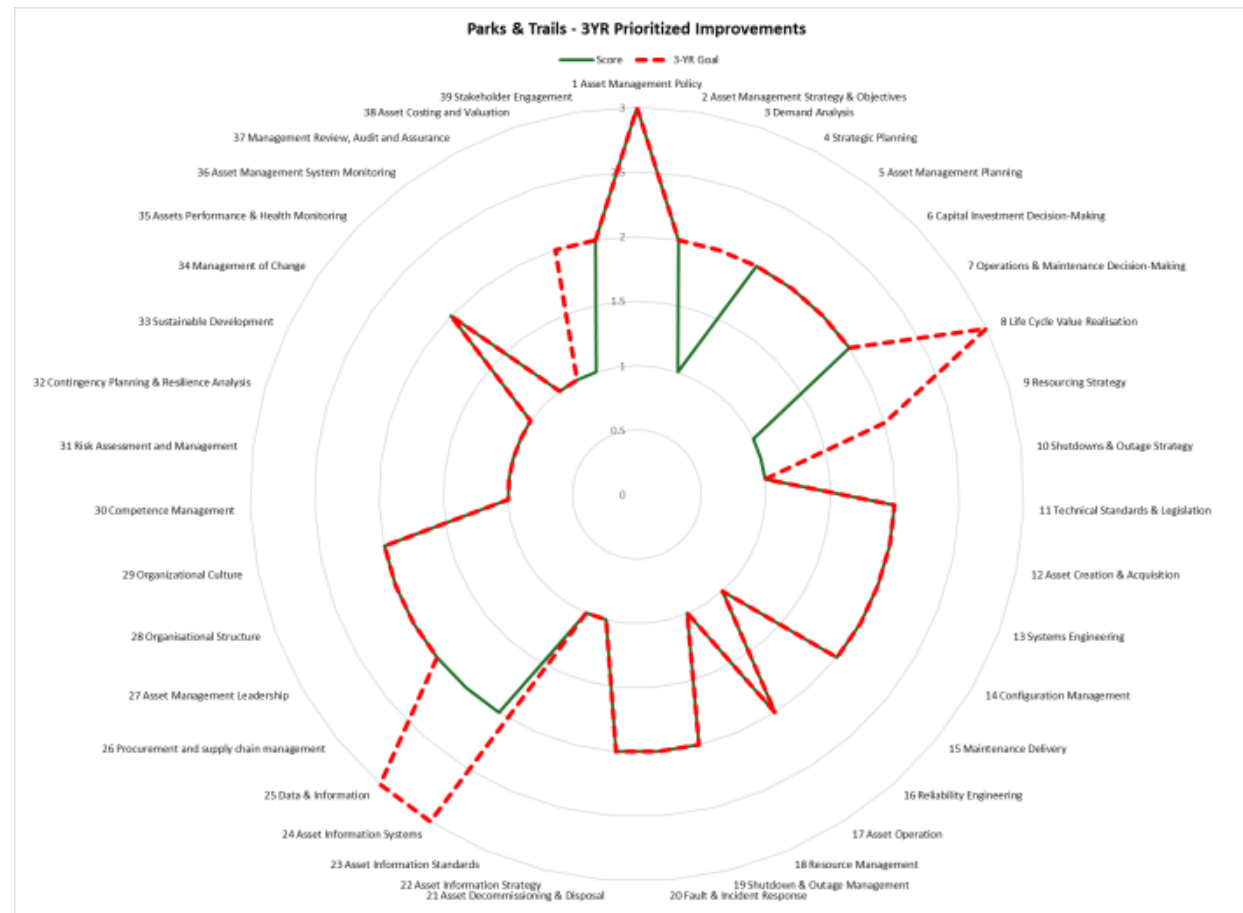
2024 Maturity Levels vs. Desired

Fire Service



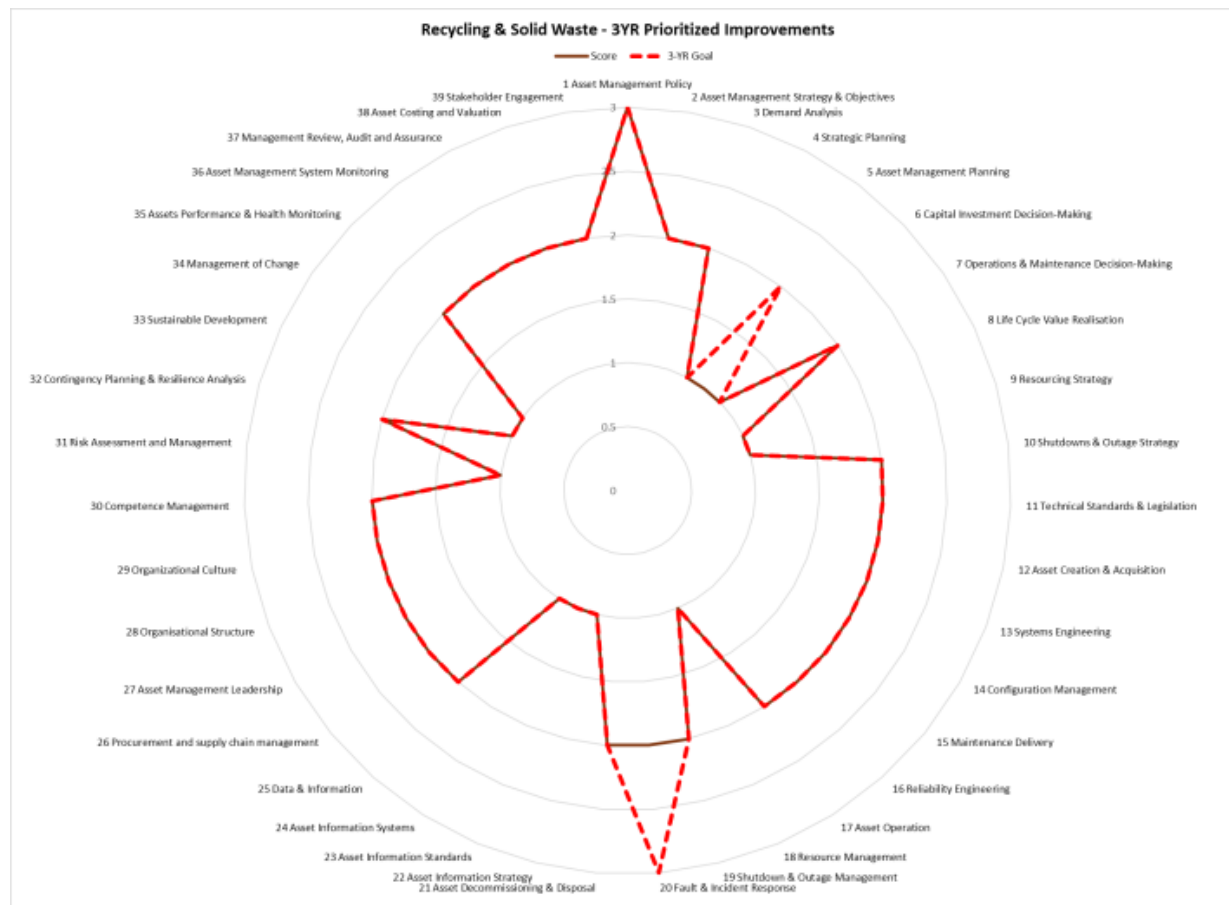
2024 Maturity Levels vs. Desired

Parks & Trails



2024 Maturity Levels vs. Desired

Recycling & Solid Waste



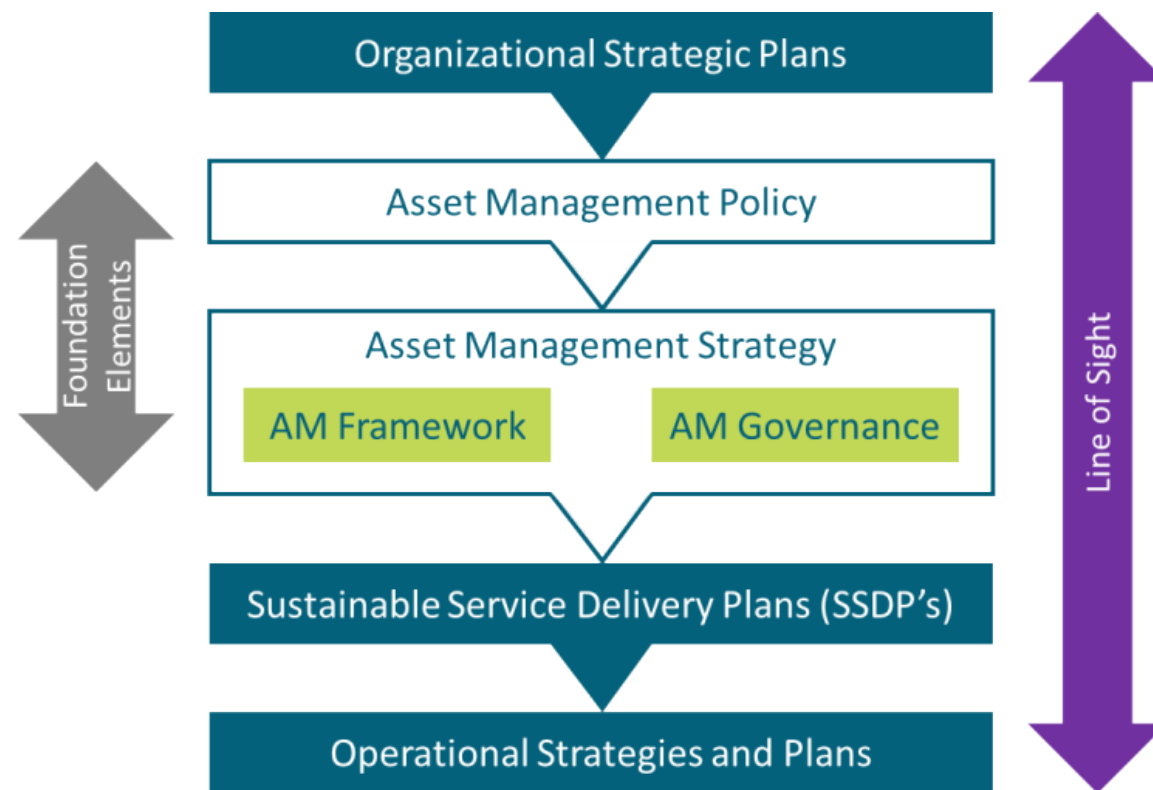
2024 Maturity Levels vs. Desired

Utilities



Asset Management Strategy

Provides the “what” and “how” we propose to manage our assets.



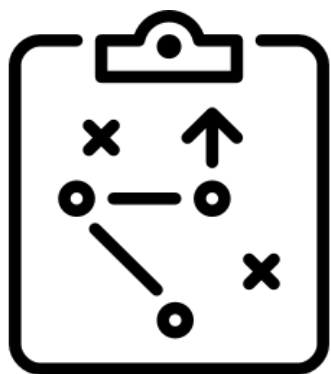
Improvement Actions

	Task Description	2024	2025	2026
AM Policy	Update AM Policy and obtain Board Approval	<div></div>		
AM Strategy & Objectives	Partial Strategy will come out of current project.	<div></div>		
AM Strategy & Objectives	Measure/monitor progress for 12 months then repeat AM Maturity Assessment 2025/2026	<div></div>		
AM Strategy & Objectives	Update AM Strategy and expand content to generate a complete and comprehensive SAMP document			<div></div>
Strategic Planning	Strategic Planning - See improvement task for Q2	<div></div>		
Asset Management Planning	Begin work on SSDP's for core services and systems within each core service that have most critical assets/need	<div></div>		
Capital Investment Decisions	Develop, beta test, finalize, and implement a capital decision-making process to identify and prioritize projects	<div></div>		
Shutdown & Outage Strategy	Update and improve documentation and processes for shutdown and outage management	<div></div>		
Maintenance Delivery	Continue to input OMI tasks into work order system in Citywide	<div></div>	<div></div>	
Maintenance Delivery	Maintenance Delivery - See improvement task for Q7	<div></div>	<div></div>	
Shutdown/Outage Management	Shutdown & Outage Management - See improvement task for Q10	<div></div>		
Fault & Incident response	Increase use of work order system to record fault & incident events, responses, and performance indicators	<div></div>		
Data & Information	Data & Information - See improvement task for Q15 and Q20	<div></div>		
Asset Performance Monitoring	Develop and implement SOP for measurement and reporting of asset and service performance indicators (KPIs)		<div></div>	
Asset Costing & Valuation	Develop/update asset unit costs and lifespan values	<div></div>		
Asset Costing & Valuation	Report on asset values and asset replacement cost forecasts		<div></div>	

Improvement Actions



Asset Management Policy – Revised Asset Management Policy to better align with the Corporate Strategic Plan and to include Fleet, I.T., Stormwater Management, and Natural Assets into the scope of the Asset Management program.



Asset Management Strategy – Develop Asset Management Strategy that describes the improvement actions and tasks identified in the maturity assessment required to achieve the “desired” Asset Management maturity level.

Improvement Actions

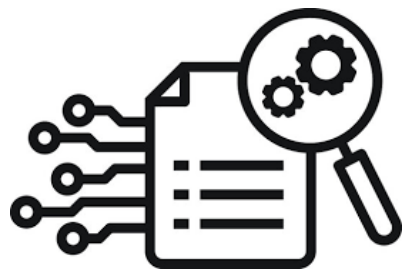


Capital Investment Decision-Making – Complete asset costing and valuation exercise and develop processes and to support consistent and repeatable evidence-based investment decisions.



Maintenance Management – Develop standard operating procedures for assets. Upload all operations, maintenance, inspection (OMI) activities into Citywide for all assets. Ensure OMI activities cover all early, mid, and late life interventions currently used to manage asset throughout its lifecycle.

Improvement Actions

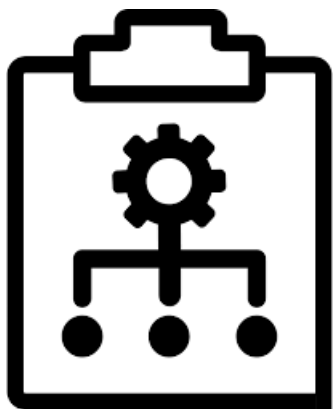


Data Governance Standards – Develop a framework that describes how asset data is managed. The data governance standards will describe how data is formatted, stored, and disposed of, and define who is responsible, and how CVRD manage their asset data.



Risk & Criticality – Develop an asset criticality matrix and upload asset criticality scores into the Citywide software. Develop a framework that describes the processes used to identify and rate “service-level” and “asset-level” risks, how to develop the mitigation strategies to reduce those risks.

Improvement Actions

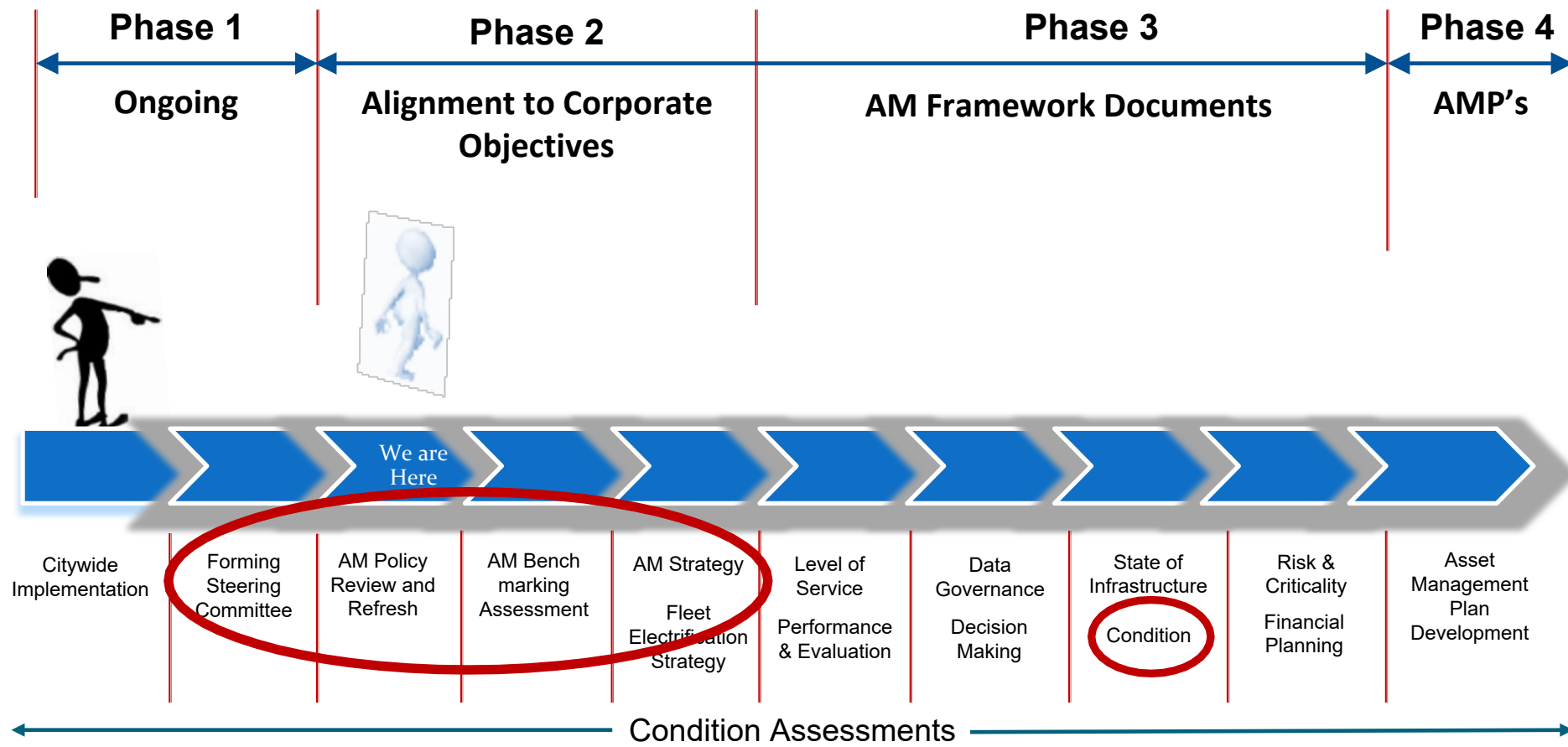


Sustainable Service Delivery Plans – Develop sustainable service delivery plans that describe the assets used to deliver the services (type, quantity, age, value, and condition), the level of service being provided, risks and criticality and its effect on service delivery, long-term renewal forecast, and long-term financial plan.



Performance Monitoring – Develop a framework that describes the processes used to monitor the performance of the Asset Management program and who is responsible for each stage of the process. Complete and report system performance annually thereafter.

Summary of Next Steps



AM Timeline

- Asset Management Policy
- Asset Management Strategy
- Asset Costing & Valuation
- Develop Maintenance Schedules
- Standard Operating Procedures
- Asset Data Improvement

2024

- Asset Data Improvement
- Asset Data Governance Standards
- Shutdown & Outage Strategy
- Shutdown & Outage Management
- Sustainable Service Delivery Plans
- Capital Investment Decision Making

2025

- Fault & Incident Response
- AM System Performance Monitoring
- Asset Management Strategy Update
- Sustainable Service Delivery Plans
- Asset Data Improvement
- Capital Investment Decision Making

2026

Key Takeaways

Citywide Software is now operational.

The completion of a benchmarking assessment will provide us with the steps needed to take so that we can have a robust asset dataset that can support data-driven decision making.

This in turn will help us understand our infrastructure deficit and what financial resources we need to put aside to sustainably fund this.

Working forward on improving asset information and financial data will assist us in totally understanding our Level of Service, and its true cost.



Questions?



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