

Appendix H

AM Program
Communications Plan

Asset Management Program

Communications Plan

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ASSET MANAGEMENT PROGRAM COMMUNICATIONS PLAN



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Document History

Version	Summary of Changes	Document Status	Date
1	Approved by AMSC	Final	April 13, 2022
2	Updated with input from AMWG	Final	Sep 21, 2022
3	Added public website and Council report dates	Final	Jan 16, 2023
4	Updated for AM Strategy	Final	June 2023



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1.0 Purpose

The purpose of the Asset Management (AM) Program Communications Plan is to establish communication objectives, and to identify key messages, stakeholders, communication methods, and communication activities.

2.0 Objectives

The objectives of the Communication Plan are to:

- Support the success of the program by engaging with stakeholders at the appropriate level, generating timely and accurate information and directing it to where it is needed and can be utilized by stakeholders
- Communicate the benefits of the AM Program to internal and external stakeholders, to ensure acceptance and buy-in of both the process and outcomes
- Create and maintain awareness and acceptance of the program's objectives and scope
- Ensure that all potential stakeholders are identified and contacted
- Ensure that communications are effective by documenting the processes to deliver the plan

3.0 Vulnerabilities/Potential Issues

The table below identifies potential communication issues and how these may be responded to or mitigated.

Potential Communication Issues	Response/Mitigation
Communication starts too soon	Be clear about purpose of the communication
Communication starts too late	Provide regular updates to staff and Council
Broad project scope that crosses numerous program areas	Clarify and communicate roles and responsibilities
Stakeholder buy-in and acceptance	Regular communication with stakeholders and adjust program as needed
Challenges managing the various expectations, goals, objectives and priorities of stakeholders	Regular communication with stakeholders and adjust program as needed
Other communication initiatives being undertaken in Saanich which should be coordinated	Coordinate with annual Financial Plan process

4.0 Key Messages

- **Why does Saanich have an Asset Management Program?**
 - Asset management helps to provide sustainable service delivery in Saanich by making the best possible decisions about our assets (e.g. buildings, pipes, parks, trails, roads, signals, street lights, fleet, IT and many more) and managing risk in a cost-effective manner.
 - Many of our assets were built in the 1950's and 1960's and are reaching the end of their useful life
 - Our community is growing, and there is a demand for new and improved services



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- We need to upgrade our assets to comply with new environmental and safety standards
- Climate change is impacting our infrastructure since it was not designed to the new climate conditions
- There are gaps in the information we have regarding our assets
- Uncertainty regarding ability to fund asset replacements in future
- Ensure the sustainability of infrastructure for our residents and businesses
- Manage our risks and support corporate insurance requirements
- Meet competing priorities (e.g. service levels, climate impacts, costs, etc.)
- Improve the information available to Council for better decision making
- **What are the benefits of asset management?**
 - Long term sustainability of services for future generations
 - Evidence-based decision making
 - Cost-effective planning
 - Access to infrastructure grants
- **Is there a regulatory/legal requirement to have an Asset Management Program?**
 - Under the Canada Community-Building Fund Agreement 2014-2024, Saanich is committed to strengthen asset management practices
 - Many other federal and provincial grant programs include demonstration of continuous improvement in asset management as a criteria for funding
 - The Canadian Public Sector Accounting Board (PSAB), Regulation 3150, requires all municipal governments in Canada to include all tangible capital assets in annual financial statements
- **What is the framework for our Asset Management Program?**
 - In British Columbia, guidance for municipalities is provided by Asset Management BC through the Asset Management BC Framework: *Asset Management for Sustainable Service Delivery*. The framework is in the form of a wheel representing a process of continual improvement.
- **What is sustainable service delivery?**
 - Saanich delivers a wide range of services to our residents, using the physical assets that we own, operate and maintain (e.g. buildings, pipes, parks, roads, fleet, IT and many more). We are developing a District-wide, systematic and sustainable approach to delivering these services. Sustainable means meeting the needs of the present without compromising the ability of future generations to meet their own needs. Another way to think about asset management is to “Do the right thing, at the right time, for the right cost”.
- **What is the scope of the AM program?**
 - District-wide
 - Physical assets that are used to provide services to the community
- **What challenges does Saanich face related to asset management?**
 - Aging infrastructure
 - Inflationary pressures
 - Capital cost increases
 - Access to services and materials given our location on an island
 - Changes in demand related to growth, legislative changes, climate change impacts, and stakeholder expectations
- **What opportunities does Saanich have for continuous improvement?**
 - Be more strategic in the way we manage our assets and spending
 - Review our assets across all departments in a holistic and integrated way



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- Evaluate the full life cycle costs to ensure we’re choosing the best long-term option
- Integrate climate considerations in our asset planning
- Recognize the value of the services provided by natural assets
- Innovation in the way we deliver service and manage our assets
- Sharing infrastructure capacity where possible
- Lifecycle analysis
- Leveraging grant funding
- **What options does Saanich have to ensure sustainable service delivery?**
 - Reductions in levels of service
 - Delay new projects in favour of renewal of existing infrastructure
 - Prioritize the highest risks first
 - Accept the risk of delays to maintenance and repair work
 - Adjustments to tax and utility rates
 - Adjustments to reserve balances
 - Other financing options

5.0 Stakeholder Identification

In the context of asset management, stakeholders are “the people and organizations that can be directly impacted by, or can directly influence, the services provided by municipalities and whom municipalities must consider when making decisions about services and infrastructure planning” (FCM, 2018). The table below identifies stakeholders for the Saanich AM Program.

Stakeholder	Interests and Role in AM Program	Engagement Opportunities
Internal to the Organization		
Mayor & Council	Services; Strategic Objectives; Levels of Service; Risks; Costs; Financial Strategy	Annual Reports; Financial Plans; Saanich Budget Simulation Tool; District-wide and Departmental Strategies and Plans
CAO and Leadership Team	Services; Strategic Objectives; Levels of Service; Risks; Costs; Financial Strategy	Regular Meetings; Reports
AM Steering Committee (AMSC)	Oversight of AM Program Development	Regular meetings
AM Working Group (AMWG)	Input to AM Program Development	Regular meetings
Administration Department	Climate Plan; Integration of Climate Change and AM; Sustainability	AMWG
Building, By-law, Licensing and Legal Services Department (BLL)	Integration of Risk Management and AM	AMSC; AMWG
Corporate Services Department	AM Competency Development; Occupational Health & Safety	Meetings
Engineering Department	General Government Services (Municipal Facilities), Solid Waste Services, Stormwater Management	AMSC; AMWG



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Stakeholder	Interests and Role in AM Program	Engagement Opportunities
	Services, Transportation Services, Wastewater Services, Water Services	
Finance Department	Annual Financial Plan; Infrastructure Replacement Funding Strategy; Long-term Financial Plan	AMSC; AMWG
Fire Department	Protective Services	Meetings
Information Technology Department (IT)	Saanich Service Delivery	AMSC; AMWG
Parks, Recreation and Community Services Department (PRCS)	Parks Services; Recreation and Community Services	AMSC; AMWG
Planning Department	OCP; Local Area Plans (LAP)	Meetings
Police Department	Protective Services	Meetings
Sustainability & Strategic Initiatives Department	Climate Plan	AMWG
External to the Organization		
Community Tax and Rate Payers	Services; Strategic Objectives; Levels of Service; Risks; Costs; Financial Strategy	District-wide and Departmental Strategies and Plans
Community Associations (independent groups of local area residents that are guided under the <i>BC Societies Act</i>)	OCP; Local Area Plans	District-wide and Departmental Strategies and Plans
Community Groups and Organizations	Use of Saanich Parks and/or Park Assets	Community User Group Agreements
First Peoples, including the <i>ləkʷəŋən</i> peoples represented by the Songhees and Esquimalt Nations and the <i>W̱SÁNEĆ</i> peoples represented by the <i>W̱JOLELP</i> (Tsartlip), <i>BOKEĆEN</i> (Pauquachin), <i>S̱ÁUTW</i> (Tsawout), <i>W̱SIKEM</i> (Tseycum) and <i>MÁLEXEL</i> (Malahat) Nations	Opportunities for Reconciliation and Collaboration with First Nations, particularly with respect to Natural Asset Management	See information on Saanich Website at Indigenous Relations District of Saanich
Federal Government	AM Progress	Statistics Canada Survey
Provincial Government	AM Progress; Shared Service Delivery: Transportation Services	AMBC Community of Practice (CoP); Local Government Data Entry
Capital Regional District	Shared Service Delivery: Solid Waste Services, Wastewater Services, Water Services	South Vancouver Island CoP
BC Transit	Shared Service Delivery: Transportation Services	Service Agreements
BC Hydro	Utility Provision	Utility Agreements



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Stakeholder	Interests and Role in AM Program	Engagement Opportunities
Fortis BC	Utility Provision	Utility Agreements
Internet Service Providers	Utility Provision	Utility Agreements
Consultants	Provision of Consulting Services	Contracts
Contractors	Provision of Maintenance and Construction Services	Contracts

6.0 Key Communication Methods

The key groups that require communication are:

- Staff – to educate, to train on use of AM practices
- Council – to educate, to provide information for decision-making
- Public – to inform, to explain how AM relates to Council decision-making
- External Stakeholders – to collaborate and share knowledge

Potential communication methods are listed below.

Staff:

- Buzz Newsletter
- E-Link page
- AM Program Introduction presentation at staff meetings
- AM awareness materials for Managers to share with their teams
- FCM Videos
- CNAM AM 101 Online

Council:

- AMBC Asset Management Council Presentation & Workbook
- Annual Report
- Financial Plan
- Reports to Finance & Governance Standing Committee (as needed)
- Reports to Council
- Weekly Council Bulletin

Public

- Saanich website page
- Factsheets
- Brochures with tax notices
- News releases
- Social media posts

External Stakeholders

- AMBC Community of Practice
- AMBC Newsletter articles



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- AMBC Conference presentations
- AMBC Community of Practice
- South Vancouver Island AM Community of Practice
- CNAM membership and participation in collaboration webinars

7.0 Communication Plan Matrix

Activity	Intended Outcome	Responsibility	Audience	Method	Timing
Staff awareness training	Inform	AM Program Manager	Staff	Presentation	2022-2023
AMWG AM introduction training	Inform	AM Program Manager	AMWG	Presentation	June 2022
Verbal update on progress of AM Program	Inform	AM Program Manager	Finance & Governance Standing Committee	Presentation	Apr 11, 2022
Memo with slides from presentation to F&G	Inform	Director of Engineering	Council	Memo	April 13, 2022
Overview of AM Program	Inform	AM Program Manager	Council	New Council Orientation Presentation	Nov 9, 2022
Inform public of AM Program	Inform	AM Program Manager	Public	Public Website	Jan 24, 2023
Background Information and Training Materials	Inform	Director of Engineering	Council	Email	April 20, 2023
AM Program Update	Inform	AM Program Manager	Committee of the Whole	Report	May 1, 2023
AM Strategy	Approval	AM Program Manager	Council	Report	Q3 2023
Infrastructure Replacement Funding Strategy	Approval	Director of Finance	Council	Report	Q1 2024
AM Program Update	Inform	AM Program Manager	Council	Report	Q1 2024

8.0 Resources

Assistance will be provided by the Saanich Communications team with development and formatting of various communication materials. External consultants and contractors support will be provided as needed. Refer to Attachment 1 for a listing of external AM communications resources.



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Attachment 1: External Resources

Asset Management BC (AMBC)

- Communication Materials (Social Media Shareables, Posters, Key Messages):
 - [Communicating Asset Management - Asset Management BC](#)
- Information for members of municipal Council:
 - Presentation: [What will your legacy be? Asset Management for Elected Officials](#)
 - Workbook: [Your Assets Matter: What Will Your Legacy Be?](#)
- Newsletter Feature, *Why BC's local government elected officials need to be leading Asset Management for Sustainable Service Delivery in their Communities*, and *Asset Management and Sustainable Service Delivery: Why should Council care?:*
 - [AMBC Newsletter Winter 2023](#)

Canadian Network of Asset Managers (CNAM)

- Canadian Network of Asset Managers, AM101 Online Training:
 - Online Training Guide, [AM101 - Introduction - Canadian Network of Asset Managers \(cnam.ca\)](#)
 - Booklet and Primer, [New to AM - Canadian Network of Asset Managers \(cnam.ca\)](#)

Federation of Canadian Municipalities (FCM)

- FCM Video, *Why Invest in Asset Management?*, [Video: Why invest in asset management | Federation of Canadian Municipalities \(fcm.ca\)](#)
- FCM Video, *Climate Resilience and Asset Management*, [Video series: Climate resilience and asset management | Federation of Canadian Municipalities \(fcm.ca\)](#)
- FCM Webinar and Guide, *Getting Started With Asset Management in Your Municipality*, [Guide: Getting started with asset management in your municipality | Federation of Canadian Municipalities \(fcm.ca\)](#)
- FCM Webinar, *Practical Advice for Common Asset Management Challenges*, [Practical advice for common asset management challenges | Federation of Canadian Municipalities \(fcm.ca\)](#)
- FCM, Asset Management Ontario, Asset Management Webinar Series, [Municipal Asset Management Webinar Series - AMONTario](#)
 - Developing Asset Management Governance Structure
 - Establishing Asset Hierarchy & Performing Data Gap Analysis
 - Understanding Levels of Service
 - Using Risk Assessments to Identify Local Priorities
- FCM, Nova Scotia Federation of Municipalities, *The Basics of Asset Management for Elected Officials Online Course*, \$175 per person, [Catalog \(skillbuilder.co\)](#)

Government of Canada

- Canada's Infrastructure Report Card [The 2019 Canada Infrastructure Report Card \(canadianinfrastructure.ca\)](#)