

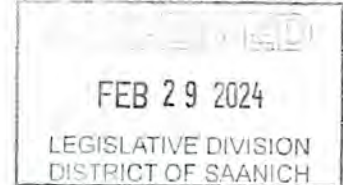


The Corporation of the District of Saanich

# Report

C - March - 11 - 2024

To: Mayor and Council  
From: Harley Machielse, Director of Engineering  
Date: 2/9/2024  
Subject: Asset Management Program Update 2023



## RECOMMENDATION

That Council receive this report for information.

## PURPOSE

The purpose of this report is to provide Council with an annual update on the Asset Management (AM) Program, in accordance with the *AM Strategy* (Strategy 10, Project 10.3). The *AM Strategy* was approved by Council on July 10, 2023, and is found on the public website ([saanich.ca/assetmanagement](http://saanich.ca/assetmanagement)).

## DISCUSSION

### Background

Saanich is responsible for the delivery of a wide range of services to the community, and delivery of these services is enabled by its physical assets, including engineered (i.e. built) and natural assets.

The goal of Saanich's AM Program is "to develop and implement a District-wide, systematic, and consistent approach to managing Saanich's physical assets which ensures that decisions regarding levels of service (LoS), asset maintenance, renewal and replacement, and funding are sustainable over the long term". Implementation of the AM Program involves balancing LoS, risks and costs to achieve sustainable service delivery, as shown in Figure 1.



Figure 1 - Sustainable Service Delivery

As shown in Figure 2, Saanich has been advancing the AM Program since 2007, and implementation of the first-generation *AM Strategy* will further advance Saanich's asset management maturity.



Figure 2 – Saanich's Asset Management Journey

### State of Assets Report

Attachment 1 provides the first annual State of Assets Report, which shows the current state of Saanich's nine asset types based on asset data currently in Saanich's systems. Note that the information presented is a snapshot of the asset data currently in Saanich's systems, and that it is expected to become more accurate over time.

The total replacement value (RV) of Saanich's physical assets is approximately \$4.9 billion (\$2023), which does not include land costs or the value of Saanich's natural assets. The RV was updated to from 2022 dollars (as shown in the AM Strategy) to 2023 dollars using the Statistics Canada Consumer Price Index.

### Status of the AM Strategy Implementation Plan 2023-2027

As shown in Figure 3, the Implementation Plan 2023-2027 prioritizes ten strategies for continuous improvement in the short and medium term, and there are a total of forty-eight projects identified under these strategies. Attachment 2 provides the status of each project.

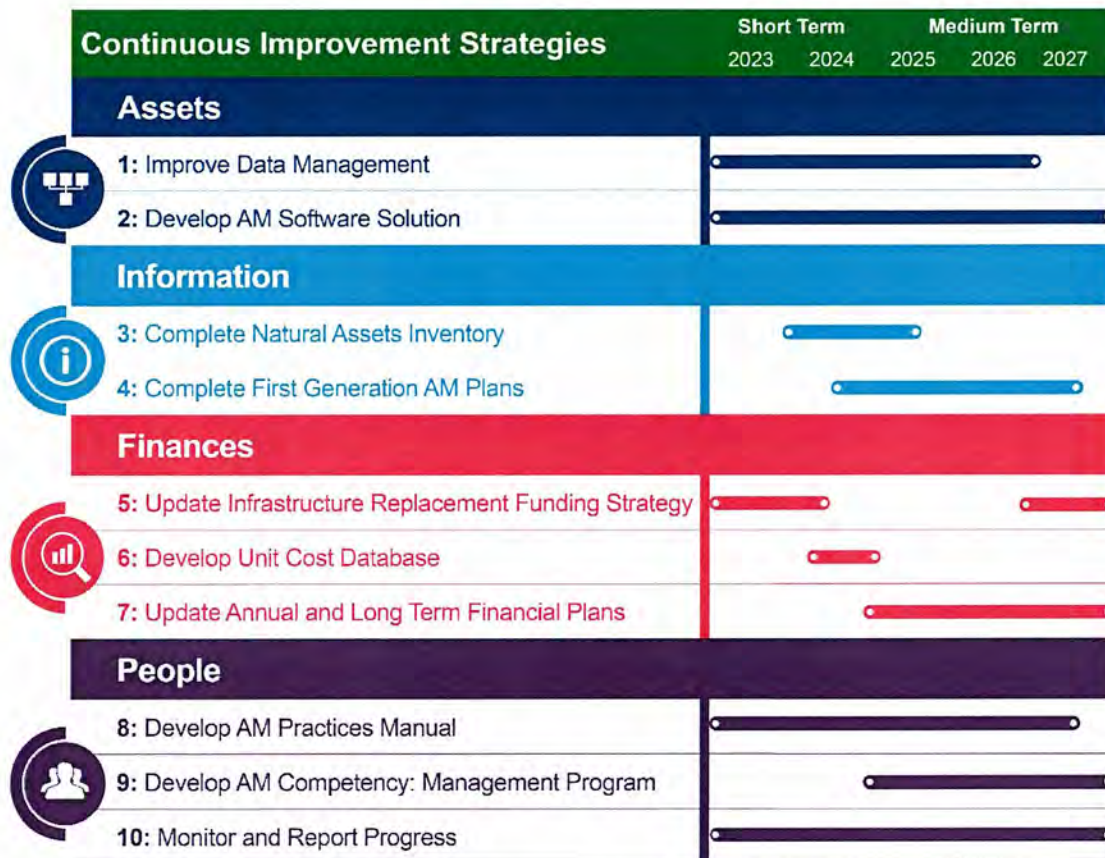


Figure 3 - Implementation Plan 2023-2027

Overall, the status of the forty-eight projects is:

- Nine projects were scheduled to be initiated in 2023
  - Five are on-track
  - Four are behind schedule but expected to be completed in 2024
    - Strategy 1, Project 1.1: Transfer of existing asset inventory to a central database was delayed to accommodate an upgrade to the GIS system.
    - Strategy 2, Project 2.1: Preparation of a needs assessment for asset management software was delayed to accommodate the acceleration of the *Natural Assets Inventory project*. This also resulted in a delay to the start of Strategy 2, Projects 2.3 to 2.9 as described further below.
    - Strategy 2, Project 2.2: Upgrade of infraMap software was delayed to accommodate an upgrade to the GIS system.
    - Strategy 2, Project 2.3: The Esri FieldMAP pilot project is underway but completion was delayed to accommodate an upgrade to the GIS system.

- Three projects were accelerated to start ahead of schedule in 2023
  - Strategy 3, Project 3.1: The *Natural Assets Inventory* project was started in 2023 and is now scheduled for completion in 2024 (refer to report dated December 11, 2023 “Natural Asset Management Update”).
  - Strategy 9, Project 9.3: Staff training was scheduled to be initiated in 2027, but Saanich was able to take advantage of 2023 training subsidized by the Federation of Canadian Municipalities, including introductory AM training for all Saanich staff and advanced AM training for eight Saanich staff.
  - Strategy 9, Project 9.4: Saanich received a grant under the UBCM 2023 AM Planning Program for the *Asset Management Staffing Survey* project which is scheduled for completion in 2024. Staffing information collected from comparator municipalities will be used to inform Saanich's staffing plan to support the AM Program.
- Thirty-six projects were not scheduled to start in 2023, and are scheduled for 2024-2027.

As outlined in the *AM Strategy* one of the priorities for 2024-2025 is to assess the capacity and functionality of Saanich's existing software (Strategy 2, Projects 2.3 to 2.9). The purpose of these projects is to provide information to support the development of a business case for providing an AM software solution (Strategy 2, Project 2.10). The business case will compare possible solutions and provide a recommendation to Council for budget approval. Although these projects have been delayed, the overall schedule for Strategy 2 is expected to remain on-track. This is because the scope of these projects is to assess the ability of the software to fill current gaps and prepare a summary memo, and does not include software testing or implementation.

### **Asset Management Readiness Scale**

Attachment 3 provides the state of Saanich's overall AM maturity as measured using FCM's Asset Management Readiness Scale (AMRS). The AMRS has five Levels representing improvement from informal to advanced AM practices. In 2023, Saanich's overall maturity improved from Level 1 (average score of 1.7) to Level 2 (average score of 2.0) through improvements in the following areas:

- Policy and governance
  - Council approved Saanich's first *AM Strategy* that includes a link to the AM Policy, a roadmap that details the actions for continuous improvement over the next 5 years, and establishes performance measures to monitor AM progress, outcomes, and the benefits to our community.
- Contribution to asset management practice
  - Provided introductory AM training for Staff from across the organization, and advanced AM training for eight Staff from the Engineering Department and Parks, Recreation and Community Services Department.
  - Through the advanced AM training, four Staff from the Engineering Department received a “Professional Certificate in Asset Management Planning”.

## Financial Indicators

The *AM Strategy* identifies several financial indicators for tracking progress of the AM Program. As these financial indicators require completed AM Plans, reporting will start after completion of the first-generation AM Plans.

The updated *Infrastructure Replacement Funding Strategy (IRFS)* was approved in principle by Council on January 29, 2024 (Strategy 5, Project 5.1), and it includes the annual funding gap for asset replacement as a financial indicator. This indicator is defined as the percentage of the target annual replacement funding that is not currently funded. The annual funding gap is expected to decrease over time as Council implements the recommendations of the updated *IRFS*, which. To date, the trend of the annual funding gap is as follows:

- 2007: 70% (annual funding gap prior to implementation of the original *IRFS*)
- 2019: 42% (Council reduced the gap from 2007-2019 by implementing the original *IRFS*)
- 2023: 50% (annual funding gap prior to implementation of the updated *IRFS*)

## Benchmarking

On June 21, 2023, UBCM published *Status of Asset Management in BC*, which summarizes the results from the Canada Community-Building Fund Asset Management Measuring Progress Survey 2022, and the report is available on UBCM's website. Saanich responded to the survey and our data is included in the aggregated results. In general, Saanich's asset management maturity compares with other local governments in BC as follows:

- Above average in having a strategy for funding asset replacement costs
- Average in
  - having an AM Policy and AM Strategy
  - having documented levels of service or risk assessments
  - not having a completed Natural Assets Inventory
- Below average in not having any completed asset management plans

## Communications

This report will be posted on the public website ([saanich.ca/assetmanagement](http://saanich.ca/assetmanagement)), and shared on social media.

**ALTERNATIVES**

1. **Recommended:** That Council receive this report for information.
2. That Council provide alternate direction to Staff.

**FINANCIAL IMPLICATIONS**

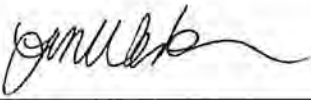
There are no financial implications to this report. Staff will continue to assess and apply for future grant opportunities related to natural asset management.


**STRATEGIC PLAN IMPLICATIONS**


The work outlined in this report supports Council's 2023-2027 Strategic Plan, which includes the following under the theme of Organizational Excellence, Objective 6.5: "We practice asset management to support the sustainability of our services".

**CONCLUSIONS**

Saanich's AM Program progressed significantly in 2023 with Council's approval of the first-generation AM Strategy. Implementation is now underway, and all 2023 projects are either complete or underway. Going forward Council will receive an annual update on progress following the format of this report and its attachments.

Prepared by   
\_\_\_\_\_  
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Asset Management Program Manager

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\_\_\_\_\_  
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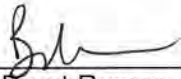
Trevor Hurst  
Chief Information Officer

JMW/jw

Attachments: Attachment 1 – State of Assets Report  
Attachment 2 - Status of the AM Strategy Implementation Plan 2023-2027  
Attachment 3 – Asset Management Readiness Scale

**CHIEF ADMINISTRATIVE OFFICER'S COMMENTS:**

I endorse the recommendations from the Director of Engineering.



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Brent Reems  
Chief Administrative Officer

**Attachment 1 – State of Assets Report**





# State of Assets Report 2023



## OVERALL

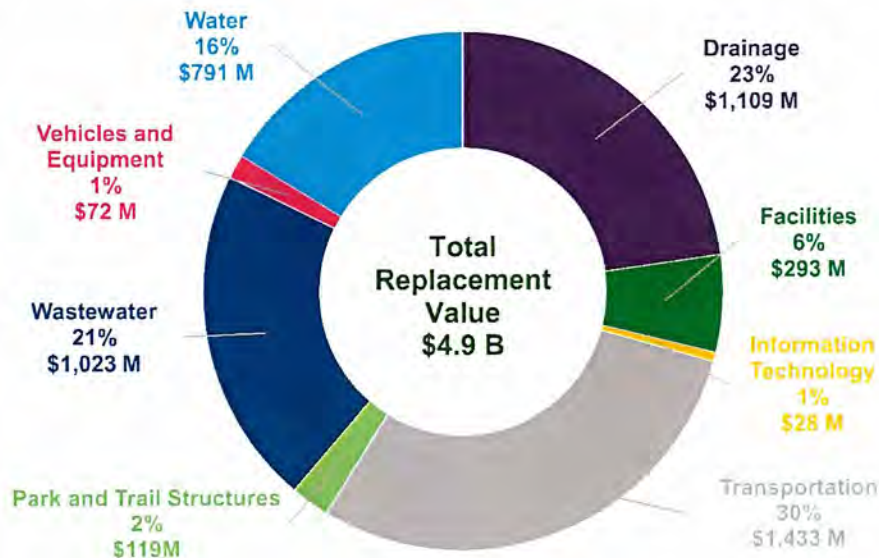
Please note that the information presented is a snapshot of the asset data currently in Saanich's systems, and that it is expected to become more accurate over time.

### Services

General Government Services, Parks Services, Protective Services, Recreation & Community Services, Solid Waste Services, Stormwater Management Services, Transportation Services, Wastewater Collection Services, Water Distribution Services

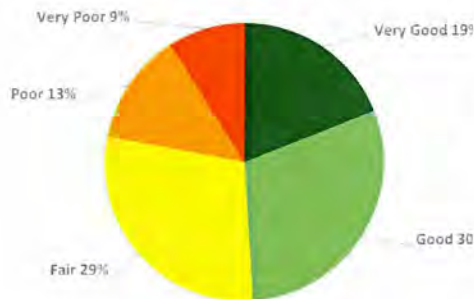
### Replacement Value (\$2023)

Overall, excluding land and natural assets, the replacement value of existing assets is \$4.9 B (\$2023), current annual replacement funding (including borrowing) is \$45.4 M (\$2023), target annual replacement funding is \$90.1 M (\$2023), and the 2023 annual funding gap is 50%.



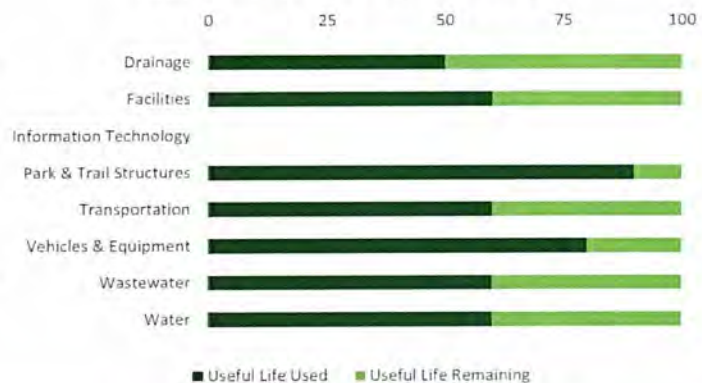
### Physical Condition

Average: Fair



### Remaining Useful Life

Average: 60% used, 40% remaining





# State of Assets Report 2023



## DRAINAGE

Please note that the information presented is a snapshot of the asset data currently in Saanich's systems, and that it is expected to become more accurate over time.

### Services



Stormwater Management Services

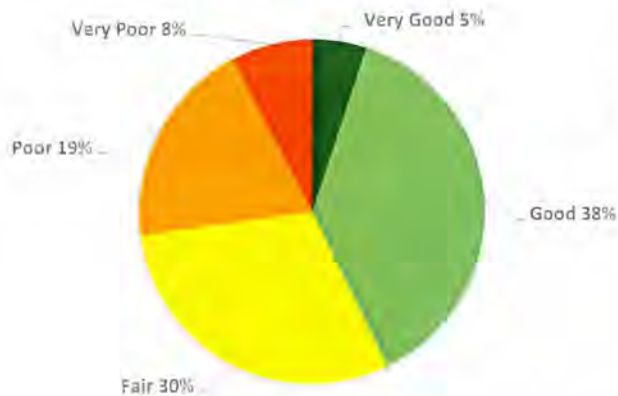
### Asset Replacement Funding

Replacement Value (\$2023)	\$1,109 M
Average Useful Life	72 y
Current Annual Funding (\$2023)	\$7.8 M
Target Annual Funding (\$2023)	\$15.9 M
Annual Funding Gap	51%
Backlog (\$2023)	\$88 M

### Asset Groups

Asset Group	Quantity	Quantity Units	Avg Age (y)	Avg Useful Life (y)	Replacement Value (\$2023)	Current Annual Funding (\$2023)	Target Annual Funding (\$2023)
Box Culverts	5	km	42	90	\$36 M	\$0.1 M	\$0.4 M
Culverts	11	km	36	61	\$17 M	\$0.1 M	\$0.3 M
Laterals	165	km	38	51	\$219 M	\$1.4 M	\$4.3 M
Mains	559	km	38	77	\$837 M	\$6.1 M	\$10.9 M
Pump Stations	1	pump station	30	50	\$1 M	\$0.1 M	\$0.0 M
<b>Total</b>			<b>37</b>	<b>72</b>	<b>\$1,109 M</b>	<b>\$7.8 M</b>	<b>\$15.9 M</b>

### Physical Condition



### Risk to Service Delivery

Drainage culvert replacements are prioritized based on road type, size of catchment, and slope. Risk assessment to be developed as part of the first-generation Drainage AM Plan.



**FACILITIES**

Please note that the information presented is a snapshot of the asset data currently in Saanich's systems, and that it is expected to become more accurate over time.

**Services**



- General Government Services
- Parks Services
- Protective Services
- Recreation & Community Services
- Solid Waste Services
- Stormwater Management Services
- Transportation Services
- Wastewater Collection Services
- Water Distribution Services

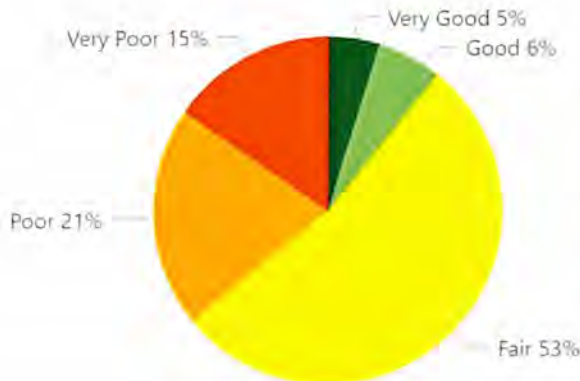
**Asset Replacement Funding**

Replacement Value (\$2023)	\$293 M
Average Useful Life	70 years
Current Annual Funding (\$2023)	\$2.1 M
Target Annual Funding (\$2023)	\$6.5 M
Annual Funding Gap	68%
Backlog (\$2023)	\$146 M

**Asset Groups**

Asset Group	Quantity	Quantity Units	Avg Age (y)	Avg Useful Life (y)	Replacement Value (\$2023)	Current Annual Funding (\$2023)	Target Annual Funding (\$2023)
Municipal Facilities	74	municipal facilities	44	71	\$261 M	\$1.9 M	\$6.0 M
Park Buildings	82	park buildings	49	66	\$32 M	\$0.2 M	\$0.5 M
<b>Total</b>			<b>44</b>	<b>70</b>	<b>\$293 M</b>	<b>\$2.1 M</b>	<b>\$6.5 M</b>

**Physical Condition**



**Risk to Service Delivery**

**Highest Priority**

The Strategic Facilities Master Plan assessed the risks to service delivery of the major Municipal Facilities and the resulting priority ranking is shown here:

- Parks and Public Works Yards
- Fire Hall 2
- Police
- Firehall 3
- Municipal Hall - Annex
- Fire Headquarters - Fire Hall 1
- G R Pearkes Gold Arena
- G R Pearkes Rec Centre
- Saanich Commonwealth Place
- Gordon Head Rec Centre
- Cedar Hill Rec Centre



# State of Assets Report 2023



## INFORMATION TECHNOLOGY

Please note that the information presented is a snapshot of the asset data currently in Saanich's systems, and that it is expected to become more accurate over time.

### Services



- General Government Services
- Parks Services
- Protective Services
- Recreation & Community Services
- Solid Waste Services
- Stormwater Management Services
- Transportation Services
- Wastewater Collection Services
- Water Distribution Services

### Asset Replacement Funding

Replacement Value (\$2023)	\$28 M
Average Useful Life	7 y
Current Annual Funding (\$2023)	\$2.6 M
Target Annual Funding (\$2023)	\$4.2 M
Annual Funding Gap	38%
Backlog (\$2023)	To be determined

### Asset Groups

Asset Group	Quantity	Quantity Units	Avg Age (y)	Avg Useful Life (y)	Replacement Value (\$2023)	Current Annual Funding (\$2023)	Target Annual Funding (\$2023)
Hardware				5	\$16 M	\$1.8 M	\$3.1 M
Software				11	\$12 M	\$0.8 M	\$1.1 M
<b>Total</b>				<b>7</b>	<b>\$28 M</b>	<b>\$2.6 M</b>	<b>\$4.2 M</b>

### Physical Condition

To Be Developed

### Risk to Service Delivery

To Be Developed



## NATURAL ASSETS

*Please note that the information presented is a snapshot of the asset data currently in Saanich's systems, and that it is expected to become more accurate over time.*

### Services



General Government Services  
Parks Services  
Recreation & Community Services  
Stormwater Management Services  
Transportation Services

### Natural Assets Valuation and Funding

To be developed as part of the Natural Assets Inventory and the first-generation Natural Asset Management Plan.

### Asset Groups

To be developed as part of the Natural Assets Inventory and the first-generation Natural Asset Management Plan.

### Physical Condition

To be developed as part of the Natural Assets Inventory and the first-generation Natural Asset Management Plan.

### Risk to Service Delivery

To be developed as part of the Natural Assets Inventory and the first-generation Natural Asset Management Plan.



# State of Assets Report 2023



## PARK & TRAIL STRUCTURES

Please note that the information presented is a snapshot of the asset data currently in Saanich's systems, and that it is expected to become more accurate over time.

### Services



Parks Services

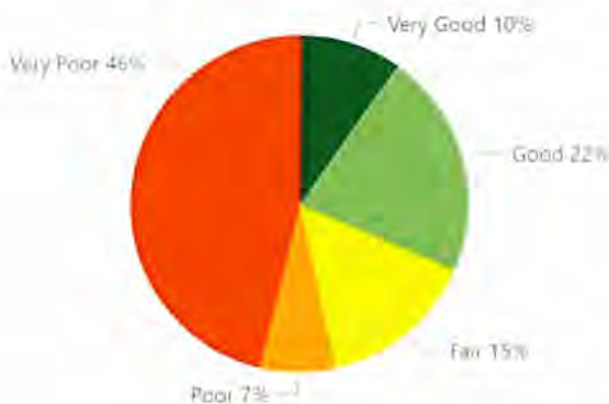
### Asset Replacement Funding

Replacement Value (\$2023)	\$119 M
Average Useful Life	28 y
Current Annual Funding (\$2023)	\$3.4 M
Target Annual Funding (\$2023)	\$5.1 M
Annual Funding Gap	33%
Backlog (\$2023)	\$62 M

### Asset Groups

Asset Group	Quantity	Quantity Units	Avg Age (y)	Avg Useful Life (y)	Replacement Value (\$2023)	Current Annual Funding (\$2023)	Target Annual Funding (\$2023)
Footbridges	97	footbridges	22	20	\$21 M	\$0.2 M	\$1.1 M
Irrigation Systems	1559	zones	11	20	\$4 M	\$0.3 M	\$0.2 M
Parking Lots	72	parking lots	31	32	\$11 M	\$0.3 M	\$0.3 M
Playgrounds	56	playgrounds	13	20	\$11 M	\$0.4 M	\$0.5 M
Roads	3	km	53	160	\$4 M	\$0.0 M	\$0.0 M
Sports Courts	50	courts	30	20	\$16 M	\$0.2 M	\$0.8 M
Sports Fields	56	sports fields	30	27	\$46 M	\$0.9 M	\$1.7 M
Trails	124	km	18	13	\$6 M	\$1.1 M	\$0.5 M
<b>Total</b>			<b>26</b>	<b>28</b>	<b>\$119 M</b>	<b>\$3.4 M</b>	<b>\$5.1 M</b>

### Physical Condition



### Risk to Service Delivery

To Be Developed



# State of Assets Report 2023



## TRANSPORTATION

Please note that the information presented is a snapshot of the asset data currently in Saanich's systems, and that it is expected to become more accurate over time.

### Services



- Parks Services
- Protective Services
- Solid Waste Services
- Stormwater Management Services
- Transportation Services
- Wastewater Collection Services
- Water Distribution Services

### Asset Replacement Funding

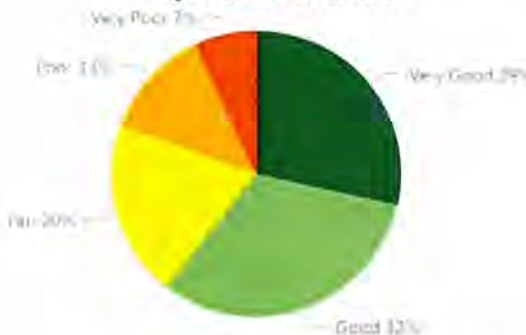
Replacement Value (\$2023)	\$1,433 M
Average Useful Life	81 y
Current Annual Funding (\$2023)	\$9.9 M
Target Annual Funding (\$2023)	\$24.5 M
Annual Funding Gap	60%
Backlog (\$2023)	\$137 M

### Asset Groups

Asset Group	Quantity	Quantity Units	Avg Age (y)	Avg Useful Life (y)	Replacement Value (\$2023)	Current Annual Funding (\$2023)	Target Annual Funding (\$2023)
Bridges	37	bridges	36	75	\$85 M	\$0.4 M	\$1.1 M
Bus Stops	221	bus stops	9	20	\$4 M	\$0.1 M	\$0.2 M
Crosswalks	104	crosswalks	1	30	\$1 M	\$0.0 M	\$0.0 M
Ped. Signals	23	ped signals	1	25	\$1 M	\$0.0 M	\$0.0 M
Road Base*	567	centreline-km	77	121	\$677 M	\$3.6 M	\$5.6 M
Road Surface*	567	centreline-km	17	33	\$424 M	\$3.3 M	\$12.9 M
Sidewalks	269	km	28	68	\$189 M	\$1.7 M	\$2.8 M
Streetlights	9093	streetlights	1	30	\$39 M	\$0.6 M	\$1.3 M
Traffic Signals	84	intersections	1	25	\$13 M	\$0.2 M	\$0.5 M
<b>Total</b>			<b>47</b>	<b>81</b>	<b>\$1,433 M</b>	<b>\$9.9 M</b>	<b>\$24.5 M</b>

\*Road asset group includes bikeways (to be shown as a separate asset group in future).

### Physical Condition



### Risk to Service Delivery

Preliminary risk assessment completed for pavement. Risk assessment to be completed for all asset groups using consistent District-wide approach.



# State of Assets Report 2023



## VEHICLES & EQUIPMENT

Please note that the information presented is a snapshot of the asset data currently in Saanich's systems, and that it is expected to become more accurate over time.

### Services



- General Government Services
- Parks Services
- Protective Services
- Recreation & Community Services
- Solid Waste Services
- Stormwater Management Services
- Transportation Services
- Wastewater Collection Services
- Water Distribution Services

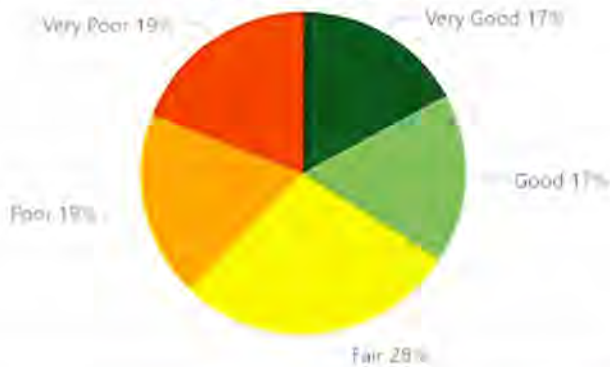
### Asset Replacement Funding

Replacement Value (\$2023)	\$72 M
Average Useful Life	11 y
Current Annual Funding (\$2023)	\$3.1 M
Target Annual Funding (\$2023)	\$6.6 M
Annual Funding Gap	53%
Backlog (\$2023)	\$18 M

### Asset Groups

Asset Group	Quantity	Quantity Units	Avg Age (y)	Avg Useful Life (y)	Replacement Value (\$2023)	Current Annual Funding (\$2023)	Target Annual Funding (\$2023)
Equipment	269	equipment	10	10	\$18 M	\$0.8 M	\$1.8 M
Vehicles - Fire	35	vehicles	12	15	\$13 M	\$0.5 M	\$0.9 M
Vehicles - Fleet	263	vehicles	9	11	\$37 M	\$1.5 M	\$3.3 M
Vehicles - Police	86	vehicles	4	6	\$4 M	\$0.3 M	\$0.7 M
<b>Total</b>			<b>9</b>	<b>11</b>	<b>\$72 M</b>	<b>\$3.1 M</b>	<b>\$6.6 M</b>

### Physical Condition



### Risk to Service Delivery

To Be Developed





# State of Assets Report 2023



## WASTEWATER

Please note that the information presented is a snapshot of the asset data currently in Saanich's systems, and that it is expected to become more accurate over time.

### Services



Wastewater Collection Services

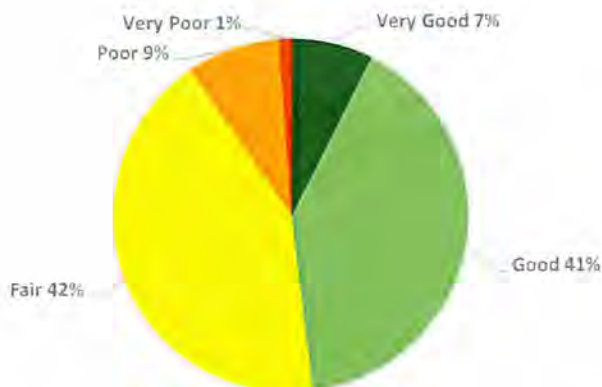
### Asset Replacement Funding

Replacement Value (\$2023)	\$1,023 M
Average Useful Life	78 y
Current Annual Funding (\$2023)	\$7.3 M
Target Annual Funding (\$2023)	\$14.5 M
Annual Funding Gap	50%
Backlog (\$2023)	\$96 M

### Asset Groups

Asset Group	Quantity	Quantity Units	Avg Age (y)	Avg Useful Life (y)	Replacement Value (\$2023)	Current Annual Funding (\$2023)	Target Annual Funding (\$2023)
Force Mains	19	km	35	87	\$20 M	\$0.1 M	\$0.2 M
Gravity Mains	548	km	47	79	\$962 M	\$6.2 M	\$12.2 M
Pump Stations	36	pump stations	35	50	\$41 M	\$1.0 M	\$2.1 M
<b>Total</b>			<b>45</b>	<b>78</b>	<b>\$1,023 M</b>	<b>\$7.3 M</b>	<b>\$14.5 M</b>

### Physical Condition



### Risk to Service Delivery

Preliminary risk assessment completed for Sewer Master Plan Update 2022. Risk assessment to be updated using consistent District-wide approach.



# State of Assets Report 2023



## WATER

Please note that the information presented is a snapshot of the asset data currently in Saanich's systems, and that it is expected to become more accurate over time.

### Services



Protective Services  
Water Distribution Services

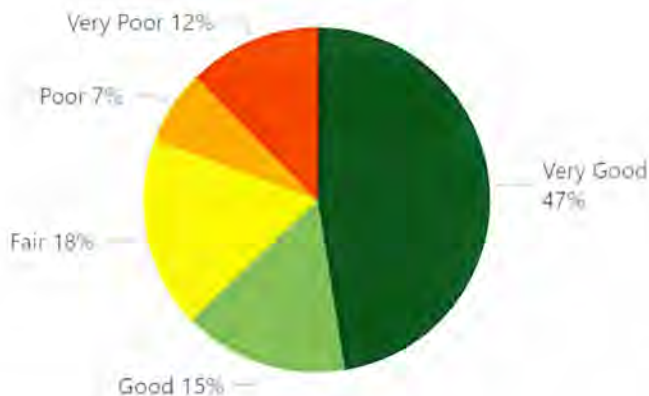
### Asset Replacement Funding

Replacement Value (\$2023)	\$791 M
Average Useful Life	69 y
Current Annual Funding (\$2023)	\$9.2 M
Target Annual Funding (\$2023)	\$12.8 M
Annual Funding Gap	28%
Backlog (\$2023)	\$177 M

### Asset Groups

Asset Group	Quantity	Quantity Units	Avg Age (y)	Avg Useful Life (y)	Replacement Value (\$2023)	Current Annual Funding (\$2023)	Target Annual Funding (\$2023)
Mains	549	km	45	73	\$678 M	\$6.2 M	\$9.3 M
Meters	29275	meters	30	20	\$23 M	\$1.2 M	\$1.2 M
PRV Chambers	43	PRV chambers	33	50	\$40 M	\$0.6 M	\$0.8 M
Pump Stations	18	pump stations	34	50	\$21 M	\$0.7 M	\$1.0 M
Reservoirs	5	reservoirs	25	60	\$29 M	\$0.5 M	\$0.5 M
<b>Total</b>			<b>43</b>	<b>69</b>	<b>\$791 M</b>	<b>\$9.2 M</b>	<b>\$12.8 M</b>


### Physical Condition






### Risk to Service Delivery

Preliminary risk assessment completed for Water Master Plan Update 2022. Risk assessment to be updated using consistent District-wide approach.

**Attachment 2 – Status of the AM Strategy Implementation Plan 2023-2027**

Core Element	Strategy	#	Project Description	Status (End of 2023)	Short Term (1-2 y)		Medium Term (3-5 y)												
					2023	2024	2025	2026	2027										
<b>Assets</b> 	<b>Strategy 1: Improve Data Management</b>	1.1	Transfer existing asset inventory data to a central database with unique asset ID numbers.	Behind	█	█													
		1.2	Populate IT asset inventory using ServiceNOW.	On track	█	█	█												
		1.3	Create a digital and dynamic AM dashboard.	Not started			█												
		1.4	Purchase new mobile devices, and provide software configuration and training.	Not started			█	█	█										
		1.5	Update data models and data standards across multiple systems for the AM Program.	Not started			█	█											
		1.6	Develop asset data collection forms.	Not started					█	█									
		1.7	Document maintenance management workflows.	Not started							█	█							
	<b>Strategy 2: Develop AM Software Solution</b>	2.1	Prepare a needs assessment for asset management software.	Behind	█	█													
		2.2	Upgrade infraMAP to supported version.	Behind	█	█	█												
		2.3	Assess <del>Pilot</del> Existing Software: Esri FieldMAP for asset data collection.	Behind	█	█													
		2.4	Assess <del>Pilot</del> Existing Software: infraMAP for maintenance management.	Not started			⊗	█											
		2.5	Assess <del>Pilot</del> Existing Software: Esri Workforce Starter Solution for maintenance management.	Not started			⊗	█											
		2.6	Assess <del>Pilot</del> Existing Software: JD Edwards for maintenance management.	Not started			⊗	█											

Core Element	Strategy	#	Project Description	Status (End of 2023)	Short Term (1-2 y)		Medium Term (3-5 y)				
					2023	2024	2025	2026	2027		
		2.7	Assess <del>Pilot</del> Existing Software: VFA Facility/FAMIS360 for linkages to other systems.	Not started							
		2.8	Assess <del>Pilot</del> Existing Software: FAMIS360 for Recreation Services maintenance management.	Not started							
		2.9	Assess <del>Pilot</del> Existing Software: VFA Facility/FAMIS360 for Parks Services decision-support and maintenance management.	Not started							
		2.10	Prepare a Business Case for providing AM software capacity.	Not started							
		2.11	Provide AM software capacity in accordance with the approved Business Case.	Not started							
		2.12	Begin to implement asset management software using a phased approach.	Not started							
<b>Information</b> 	<b>Strategy 3: Complete NA Inventory</b>	3.1	Complete a Natural Assets Inventory.	Ahead							
	<b>Strategy 4: Complete First-Generation AM Plans</b>	4.1	Develop a Vehicles & Equipment AM Plan based on existing information.	Not started							
		4.2	Develop a Wastewater AM Plan based on existing information.	Not started							
		4.3	Develop a Water AM Plan based on existing information.	Not started							
		4.4	Develop a Drainage AM Plan based on existing information.	Not started							
		4.5	Develop a Facilities AM Plan based on existing information.	Not started							
		4.6	Develop an Information Technology AM Plan based on existing information.	Not started							
		4.7	Develop a Natural Assets AM Plan based on existing information.	Not started							
		4.8	Develop a Park & Trail Structures AM Plan based on existing information.	Not started							
		4.9	Develop a Transportation AM Plan based on existing information.	Not started							

Core Element	Strategy	#	Project Description	Status (End of 2023)	Short Term (1-2 y)		Medium Term (3-5 y)														
					2023	2024	2025	2026	2027												
<b>Finances</b> 	<b>Strategy 5: Update IRFS</b>	5.1	Update the Infrastructure Replacement Funding Strategy.	On track	█																
	<b>Strategy 6: Develop Unit Cost DB</b>	6.1	Develop a District-wide unit cost database.	Not started			█														
	<b>Strategy 7: Update Annual and Long Term Financial Plans</b>	7.1	Develop breakdown of the capital plan into replacement and upgrades/new in capital budget software.	Not started					█	█	█										
		7.2	Develop a capital project prioritization framework in capital budget software.	Not started					█	█	█										
		7.3	Update the capital plan based on first generation AM Plans.	Not started															█	█	
		7.4	Update the Long Term Financial Plan.	Not started																█	
		7.5	Update Tangible Capital Asset (TCA) records to align with updated asset inventory data.	Not started																	█
<b>People</b> 	<b>Strategy 8: Develop AM Practices Manual</b>	8.1	Develop draft guidance documents.	On track	█	█															
		8.2	Refine guidance documents during development of AM Plans.	Not started					█	█	█										
		8.3	Finalize first generation AM Guidance Manual.	Not started																█	
	<b>Strategy 9: Develop AM Competency Management Program</b>	9.1	Develop an AM Competency Management Program (AMCMP) based on the CNAM Framework.	Not started							█	█									
		9.2	Update job descriptions based on the AMCMP.	Not started									█	█							
		9.3	Implement staff training based on the AMCMP.	Ahead		█	█														█
		9.4	Develop a staffing plan based on the AMCMP and AM Plans.	Ahead		█	█														█
		9.5	Establish a Saanich AM Community of Practice.	Not started																	█
	<b>Strategy 10: Monitor and</b>	10.1	Meet regularly with AMSC and AMWG.	On track	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	

Core Element	Strategy	#	Project Description	Status (End of 2023)	Short Term (1-2 y)		Medium Term (3-5 y)														
					2023	2024	2025	2026	2027												
	Report Progress	10.2	Develop template for State of Assets Report.	On track																	
		10.3	Provide Council with an annual update on the AM Program.	On track																	
		10.4	Prepare a District-wide Levels of Service summary.	Not started																	

### Attachment 3 – Asset Management Readiness Scale

The following chart shows the improvement in Saanich’s AM maturity in 2023 based on FCM’s Asset Management Readiness Scale.

Each competency area is measured on a progressive improvement scale from Pre-Level 1 through to Level 5 as follows:

- Pre-Level 1 – Working on Level 1
- Level 1 – Initial investigation into the competency area
- Level 2 – Beginning to integrate processes and systems into daily routines
- Level 3 – Integrating processes and systems into daily routines
- Level 4 – Regular monitoring and continuous improvement; this level is roughly aligned with the requirements of the ISO 55000 standard for AM
- Level 5 – Advanced maturity beyond the requirements of the ISO 55000 standard

