The Corporation of the District of Saanich

Report

To:	**Mayor and Council**
From:	**Harley Machielse, Director of Engineering**
Date:	**March 7, 2025**
Subject:	**Asset Management Program Update 2024**
File:	**4100.4117**

RECOMMENDATIONS

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 for the year ending December 31, 2024. This report is in accordance with the *AM Strategy* (Strategy 10, Project 10.3), which was approved by Council on July 10, 2023, and is found on the public website at saanich.ca/assetmanagement.

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.

The first AM Program Update report was provided to Council on March 11, 2024 based on data for the year ending December 31, 2023.

Figure 1 - Sustainable Service Delivery

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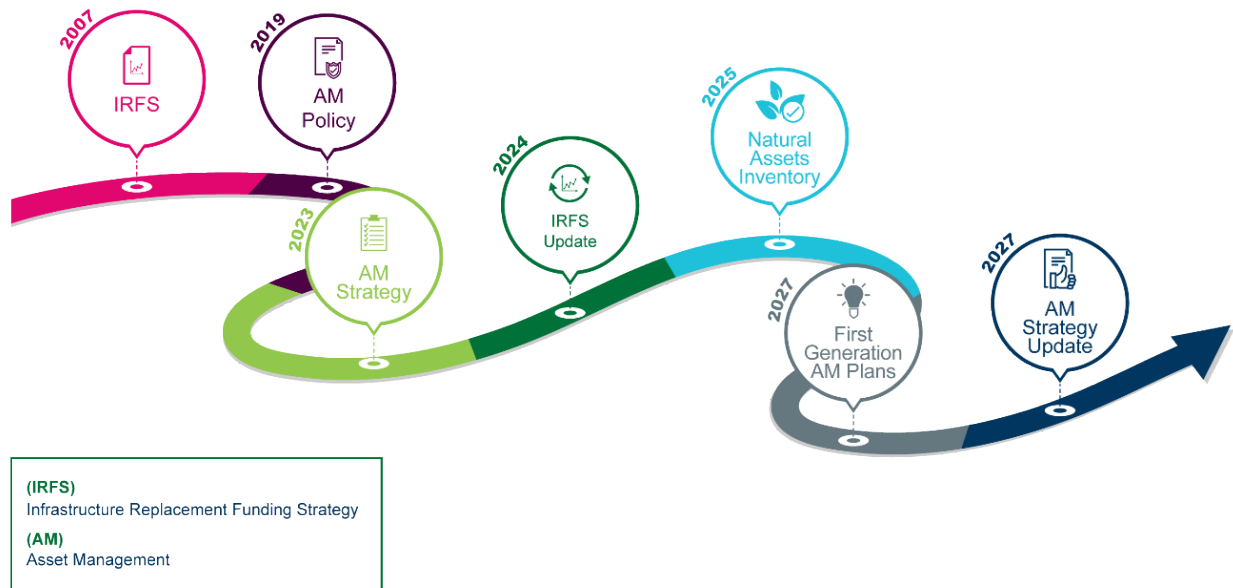

(IRFS)
Infrastructure Replacement Funding Strategy
(AM)
Asset Management

Figure 2 – Saanich's Asset Management Journey

DISCUSSION

State of Assets Report

Attachment 1 provides the State of Assets Report (SOAR) 2024, which shows the state of Saanich's assets in terms of information such as quantity, age, value and condition. The information presented is a snapshot of the asset data contained in Saanich's existing systems as of December 31, 2024, and this information is expected to become more accurate over time.

The estimated replacement value (RV) of Saanich's built assets is approximately $5.2 billion ($2024). For natural assets, a preliminary estimate of RV (based on rehabilitation costs) is in the range of approximately $2 to $10 billion ($2024), and a preliminary estimate of community benefits in terms of Annual Service Value (ASV) is in the range of approximately $23 to $133 million per year ($2024).[1] These estimates were updated from 2023 dollars to 2024 dollars by adjusting unit costs by an inflation factor of 6.3% based on the Statistics Canada Building Construction Price Index for Victoria BC.[2] In 2024, the District of Saanich continued to experience significant increases in construction costs due to inflation (e.g. increased equipment, labour and material costs) and regulatory changes (e.g. increased contaminated soil disposal costs).

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[1] Natural Assets Initiative (NAI). (2024). *Toward natural asset management in the District of Saanich, British Columbia: Summary of inventory results and recommendations*.
[2] Statistics Canada, Table 18-10-0289-01, *Building construction price indexes, by type of building and division, 2023=100*, Industrial buildings/Factory, Victoria, British Columbia.

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

As shown in Figure 3, the *AM Strategy* 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.
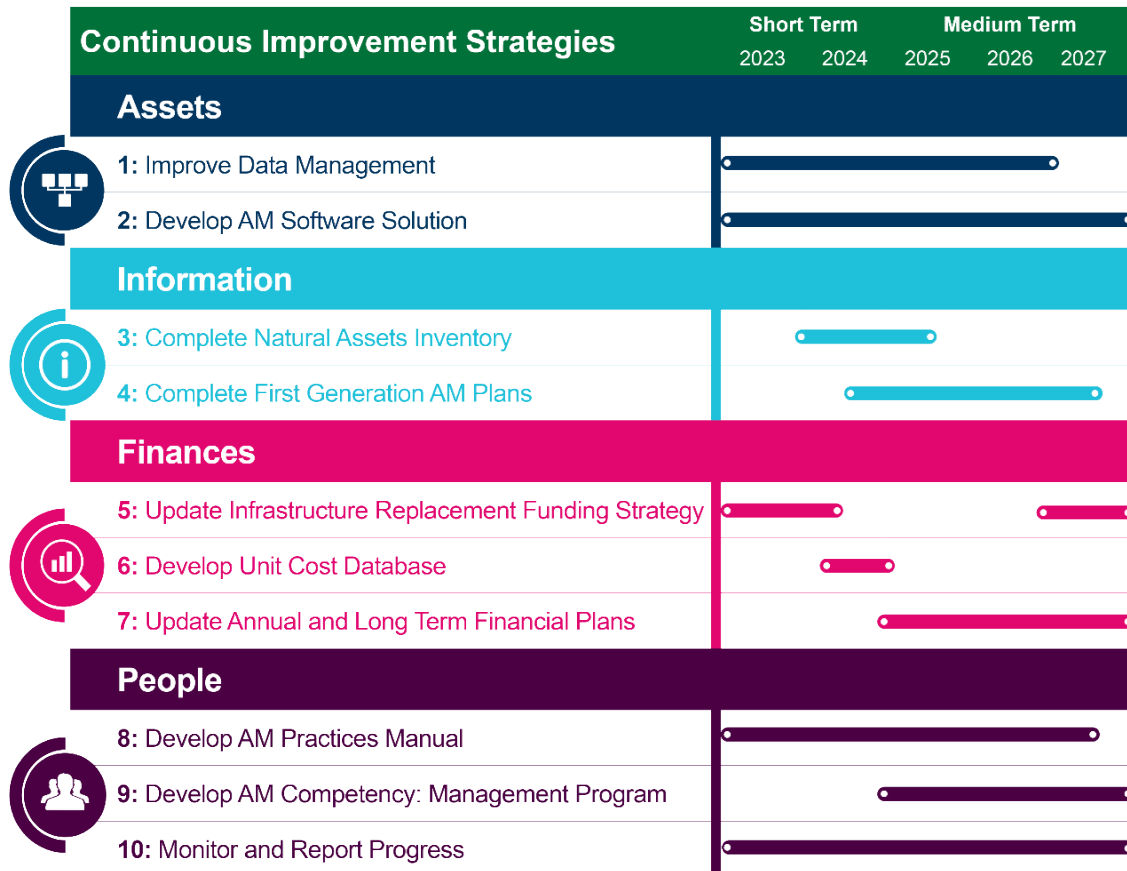

Continuous Improvement Strategies	Short Term		Medium Term		
	2023	2024	2025	2026	2027
Assets					
1: Improve Data Management					
2: Develop AM Software Solution					
Information					
3: Complete Natural Assets Inventory					
4: Complete First Generation AM Plans					
Finances					
5: Update Infrastructure Replacement Funding Strategy					
6: Develop Unit Cost Database					
7: Update Annual and Long Term Financial Plans					
People					
8: Develop AM Practices Manual					
9: Develop AM Competency: Management Program					
10: Monitor and Report Progress					

Figure 3 - Implementation Plan 2023-2027

Overall, the status of the forty-eight projects at the end of 2024 is as follows:

- Eight projects are complete
- Four projects are behind schedule either due to competing priorities or a need to align with other work, and are expected to be completed in 2025
- Sixteen projects are underway and on-track
- Four projects are underway and ahead of schedule
- Sixteen projects are scheduled to start in 2025, 2026 or 2027

Key areas of focus for 2025 include:

- Strategy 1 – Continue to improve data management and implement mobile devices
- Strategy 2 – Develop the business case for providing AM software capacity
- Strategy 4 – Continue work on the nine first-generation AM Plans
- Strategy 9 – Develop the AM Competency Management Program

Asset Management Maturity Assessment

Attachment 3 provides the state of Saanich's overall AM maturity at the end of 2024 as measured using FCM's Asset Management Readiness Scale (AMRS). The AMRS has five Levels representing improvement from informal (Level 1) to advanced (Level 5) AM practices. In 2024, Saanich's overall maturity improved to an average score of 2.5 (from an average score of 2.0 at the end of 2023) through improvements in the following areas:

- Policy and Governance
  - o Council received the first annual report on progress of the AM Program towards sustainable service delivery
- People and Leadership
  - o The updated *Infrastructure Replacement Funding Strategy* (*IRFS*) was approved in principle by Council on January 29, 2024, and implementation began through Council approval of the *Financial Plan 2024-2028*
- Data and Information
  - o Asset inventory data was consolidated and centralized in Saanich's existing systems, and an AM dashboard was created
  - o Council received the *Natural Assets Inventory* report
- Contribution to Asset Management Practice
  - o Introductory AM training was provided to an additional 25 Staff from across the organization (total trained to date is 76 Staff)

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 *IRFS* includes an additional financial indicator: the annual funding gap for asset replacement, which is defined as "the percentage of the target annual replacement funding that is not currently funded". This gap is expected to decrease over time as Council implements the recommendations of the updated *IRFS*. To date, the trend of the annual replacement funding gap is as follows (see Figure 4):

- 2007: 70% (average annual funding gap prior to implementation of the original *IRFS*)
- 2019: 0% (average annual funding gap based on the original *IRFS* annual funding target; Council reduced the gap from 2007-2019 by implementing the original *IRFS)*
- 2023: 50% (average annual funding gap based on the updated target prior to implementation of the updated *IRFS*)
- 2024: 47% (average annual funding gap based on the updated target and funding levels in the *Financial Plan 2024-2028*)
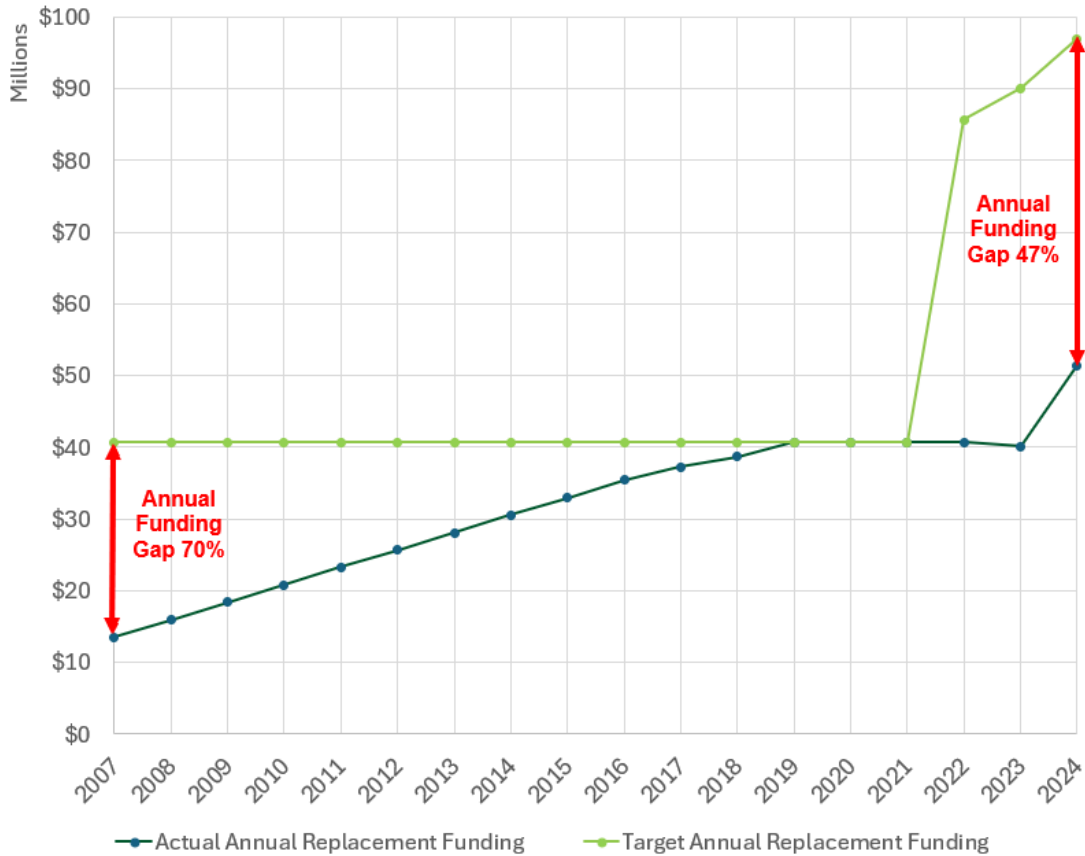
Figure 4 – Infrastructure Replacement Funding Gap

Communications

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

The information found in this report will be used to fulfill the Province's new, mandatory AM reporting requirements through the Ministry of Municipal Affairs Local Government Data Entry (LGDE) System. The new reporting requirements are aligned with the AM commitments in the *2024-2034 Community Works Fund Agreement*, including:

- Reporting on continuous improvement of AM practices
- Developing and implementing Long-term Financial Plans
- Providing ongoing AM education and training
- Implementing AM performance measurement

COUNCIL OPTIONS

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.

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".

CONCLUSION

Saanich's AM Program progressed in 2024 in accordance with the *AM Strategy* Implementation Plan 2023-2027, and this work will continue in 2025. Going forward, Council will continue to receive an annual update on progress of the AM Program towards the goal of sustainable service delivery.

Prepared by: Jacqueline Weston, Asset Management Program Manager

Approved by: Harley Machielse, Director of Engineering

Attachments:
1. State of Assets Report 2024
2. Status of the *AM Strategy* Implementation Plan 2023-2027
3. Asset Management Maturity Assessment 2024

ADMINISTRATOR'S COMMENTS:

I endorse the recommendation from the Director of Engineering.

Brent Reems, Chief Administrative Officer

Attachment 1 – State of Assets Report 2024

The following pages provide the State of Assets Report (SOAR) 2024, including an overall summary page and one page for each of Saanich's nine asset types.

The information for the eight built asset types was taken from Saanich's new Asset Management (AM) Dashboard, and the information for the natural asset type was taken from the Natural Assets Inventory report.[1]

Please note that the information presented is a snapshot of the asset data currently in Saanich's existing software systems as of December 31, 2024. Although there are some inconsistencies, it reflects the best available knowledge at the present time. Over time, as Saanich's AM maturity increases, the asset data is expected to become more accurate and more consistent.

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[1] Natural Assets Initiative (NAI). (2024). *Toward natural asset management in the District of Saanich, British Columbia: Summary of inventory results and recommendations.*
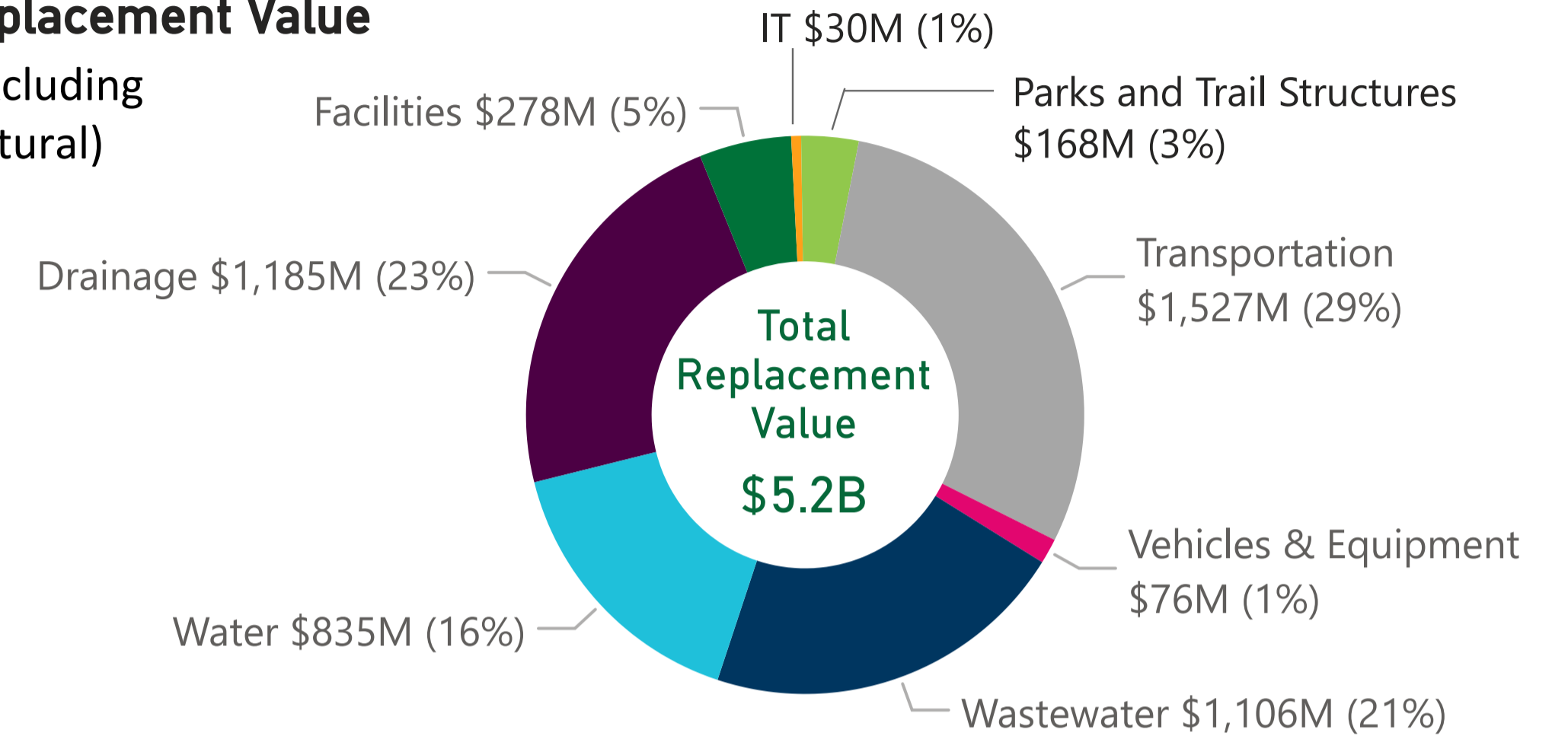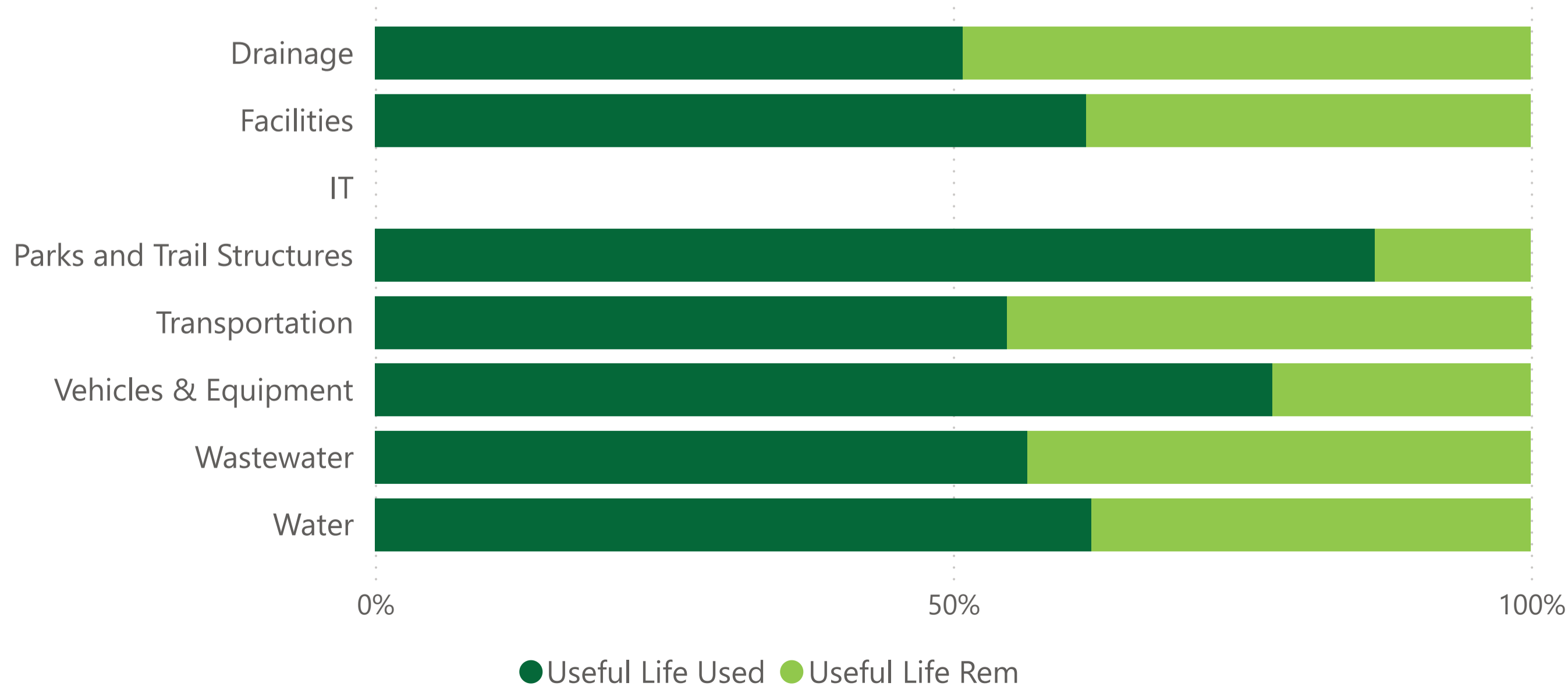
Overall

Asset Groups

Asset Group	Average Age	Average Useful Life	Replacement Value	Target Annual Funding	Current Annual Funding
Drainage	40	78	$1,185M	$16.9M	$8.3M
Facilities	45	73	$278M	$6.4M	$5.4M
IT		10	$30M	$4.6M	$3.0M
Parks and Trail Structures	32	37	$173M	$6.5M	$4.0M
Transportation	49	90	$1,527M	$26.5M	$10.4M
Vehicles & Equipment	10	12	$76M	$7.0M	$3.2M
Wastewater	45	80	$1,106M	$15.8M	$7.6M
Water	43	70	$835M	$13.2M	$9.6M
Total	**55**	**78**	**$5,209M**	**$97.0M**	**$51.4M**

Remaining Useful Life

● Useful Life Used ● Useful Life Rem

Replacement Value
(excluding Natural)

IT $30M (1%)
Parks and Trail Structures $168M (3%)
Facilities $278M (5%)
Transportation $1,527M (29%)
Drainage $1,185M (23%)
Total Replacement Value $5.2B
Vehicles & Equipment $76M (1%)
Water $835M (16%)
Wastewater $1,106M (21%)

Physical Condition
(excluding Natural)
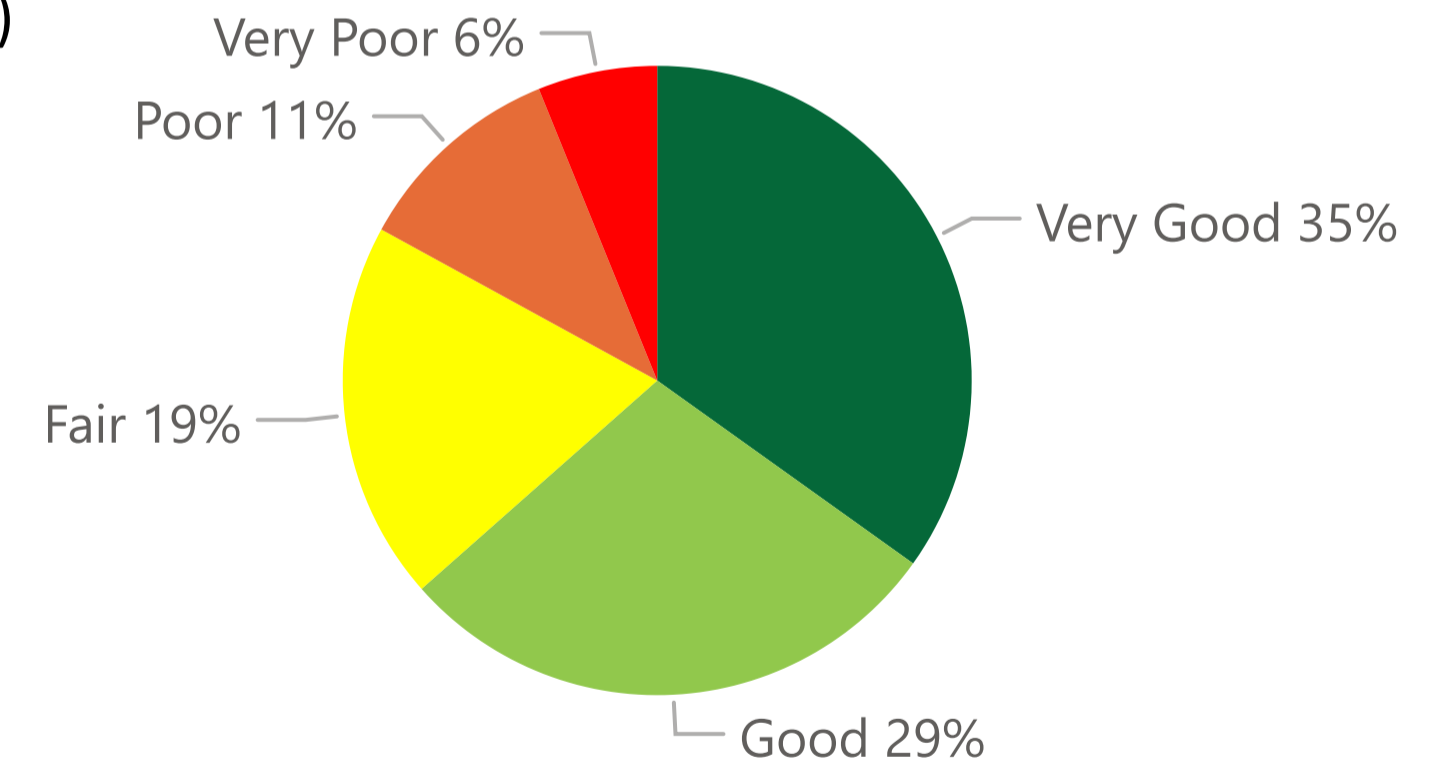
Very Poor 6%
Poor 11%
Very Good 35%
Fair 19%
Good 29%

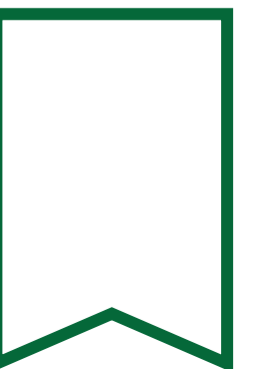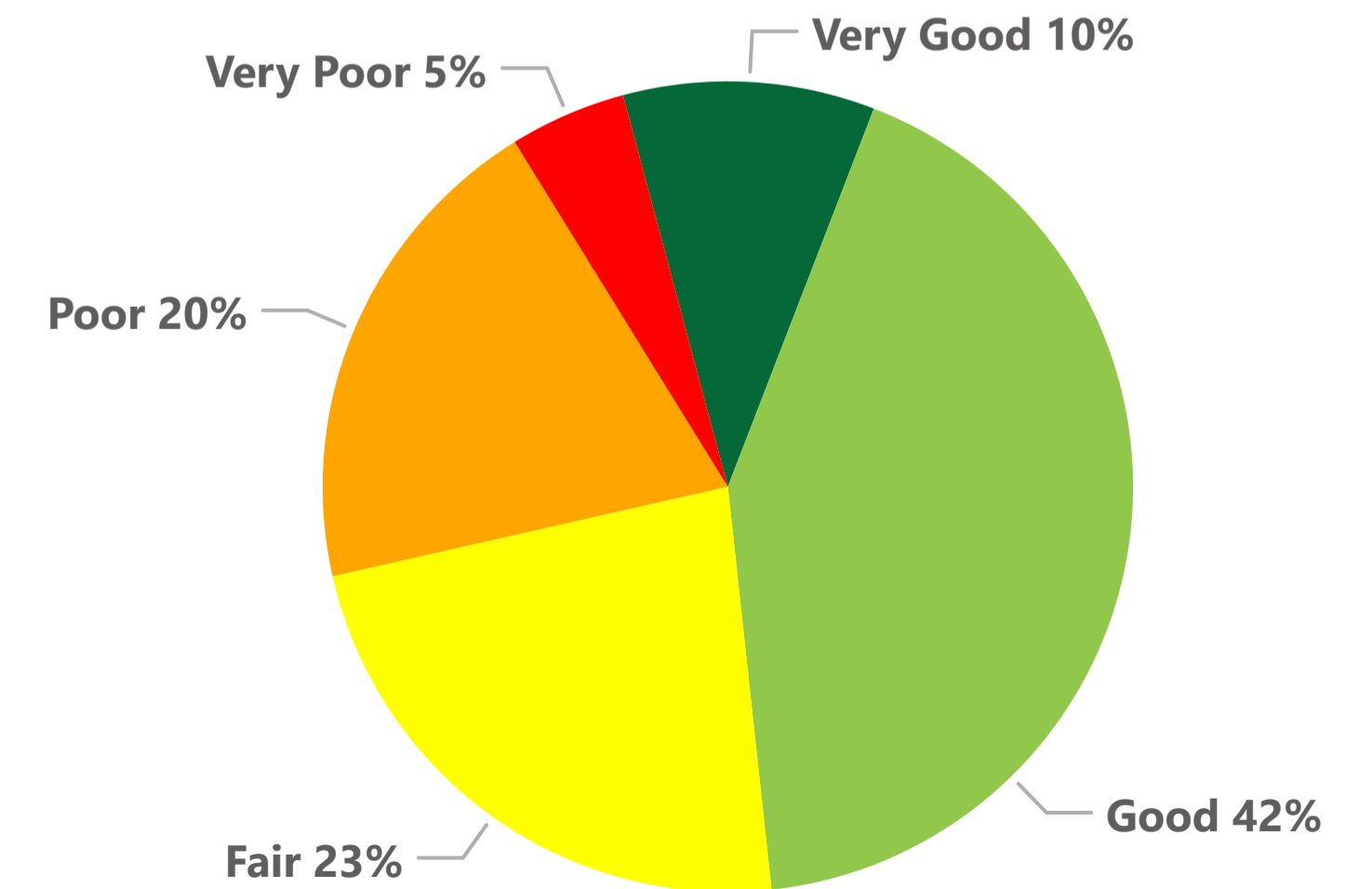## Services

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

Natural Assets

Drainage

2024

Asset Group	Quantity	Quantity Units	Average Age	Average Useful Life	Replacement Value	Target Annual Funding
Box Culvert	5	Km	43	95	$38M	$0.4M
Culvert	14	Km	37	67	$23M	$0.4M
Lateral	163	Km	39	56	$229M	$4.5M
Main	563	Km	40	84	$895M	$11.6M
Pump Station	1	Pump Station	31	20	$1M	$0.0M
Total	**746**		**40**	**78**	**$1,185M**	**$16.9M**

Asset Type

Drainage

Natural Assets

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	Target Annual Funding	Current Annual Funding
$1,185M	$16.9M	$8.3M

Average Useful Life (years)	Backlog	Annual Funding Gap (%)
78	$93M	51

Risk of Asset Failure

Impact

Likelihood		Negligible 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Almost Certain	5					
Likely	4					
Possible	3					
Unlikely	2			$1M		
Rare	1					

Note: If the total sum of the values shown is less than the total Replacement Value, the risk of asset failure is currently unknown for some asset groups.

Physical Condition

Very Good 10%
Good 42%
Fair 23%
Poor 20%
Very Poor 5%

Facilities

Saanich

Asset Type
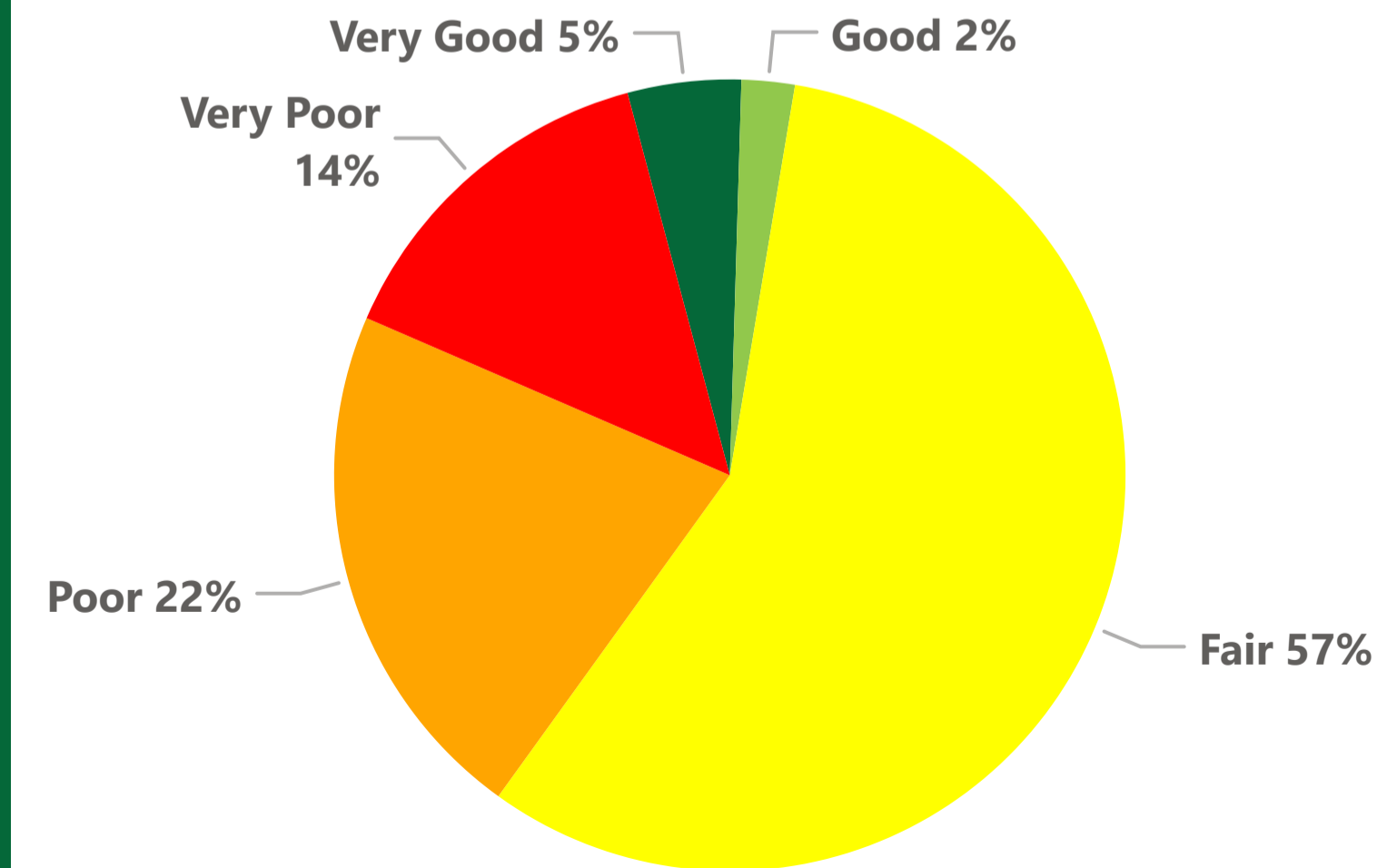
Facilities

Natural Assets

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 Group	Quantity	Quantity Units	Average Age	Average Useful Life	Replacement Value	Target Annual Funding
Municipal Facility	74	Municipal Facility	45	73	$278M	$6.4M
Total	**74**		**45**	**73**	**$278M**	**$6.4M**

Replacement Value **$278M**	Target Annual Funding **$6.4M**	Current Annual Funding **$5.4M**
Average Useful Life (years) **73**	Backlog **$146M**	Annual Funding Gap (%) **15**

Risk of Asset Failure

Impact

Likelihood		Negligible 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Almost Certain	5					
Likely	4					
Possible	3					
Unlikely	2					
Rare	1					

Note: If the total sum of the values shown is less than the total Replacement Value, the risk of asset failure is currently unknown for some asset groups.

Physical Condition

Very Good 5%
Good 2%
Very Poor 14%
Poor 22%
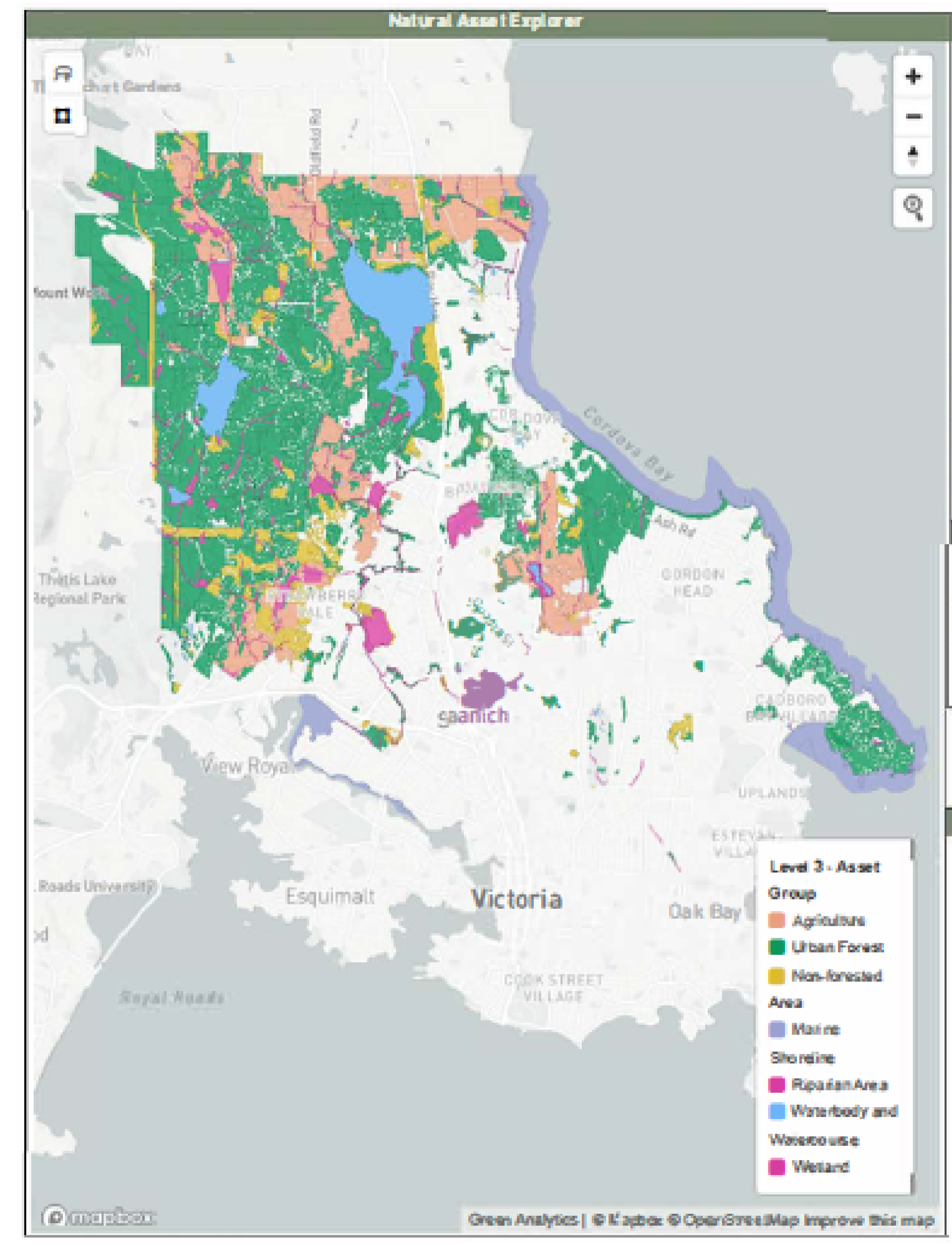Fair 57%

IT

Asset Type

IT

Natural Assets

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 Group	Quantity	Quantity Units	Average Age	Average Useful Life	Replacement Value	Target Annual Funding
Hardware				6	$18M	$3.4M
Software				15	$13M	$1.2M
Total				**10**	**$31M**	**$4.6M**

Replacement Value	Target Annual Funding	Current Annual Funding
$31M	$4.6M	$3.0M

Average Useful Life (years)	Backlog	Annual Funding Gap (%)
10	- -	34

Physical Condition

Risk of Asset Failure

Impact

Likelihood		Negligible 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Almost Certain	5					
Likely	4					
Possible	3					
Unlikely	2					
Rare	1					

Note: If the total sum of the values shown is less than the total Replacement Value, the risk of asset failure is currently unknown for some asset groups.

Asset Type

Natural ⌄

Natural Assets

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 Group	Quantity
Agriculture	910 ha
Marine Shoreline	700 ha
Non-forested Area	478 ha
Riparian	207 ha
Urban Forest	3,481 ha
Waterbody and Watercourse	360 ha
Wetland	239 ha

Total
6,375 ha natural areas
377,712 individual trees
142 km watercourses

Preliminary Valuation

Asset Group	Replacement (Rehabilitation) Value	Annual Service Value ($/year)
Agriculture	Future assessment	$0.4 to $4.9 million
Marine Shoreline	Future assessment	$1.9 to $7.4 million
Non-forested Area	$0.1 to $0.3 billion	$1.5 to $10.0 million
Riparian Area	Future assessment	$0.3 to $0.5 million
Urban Forest	$0.9 billion to $8.1 billion	$15.9 to $87.2 million
Waterbody & Watercourse	$0.3 to $0.7 billion	$1.4 to $4.6 million
Wetland	$0.1 to $0.3 billion	$1.2 to $18.5 million
Total	**Range $2 to $10 billion**	**$23 to $133 million**

Natural Asset Explorer

Level 3 - Asset Group
- Agriculture
- Urban Forest
- Non-forested Area
- Marine Shoreline
- Riparian Area
- Waterbody and Watercourse
- Wetland

Green Analytics | © Mapbox © OpenStreetMap Improve this map

Parks and Trail Structures

2024

Asset Type

Parks and Trail Structures
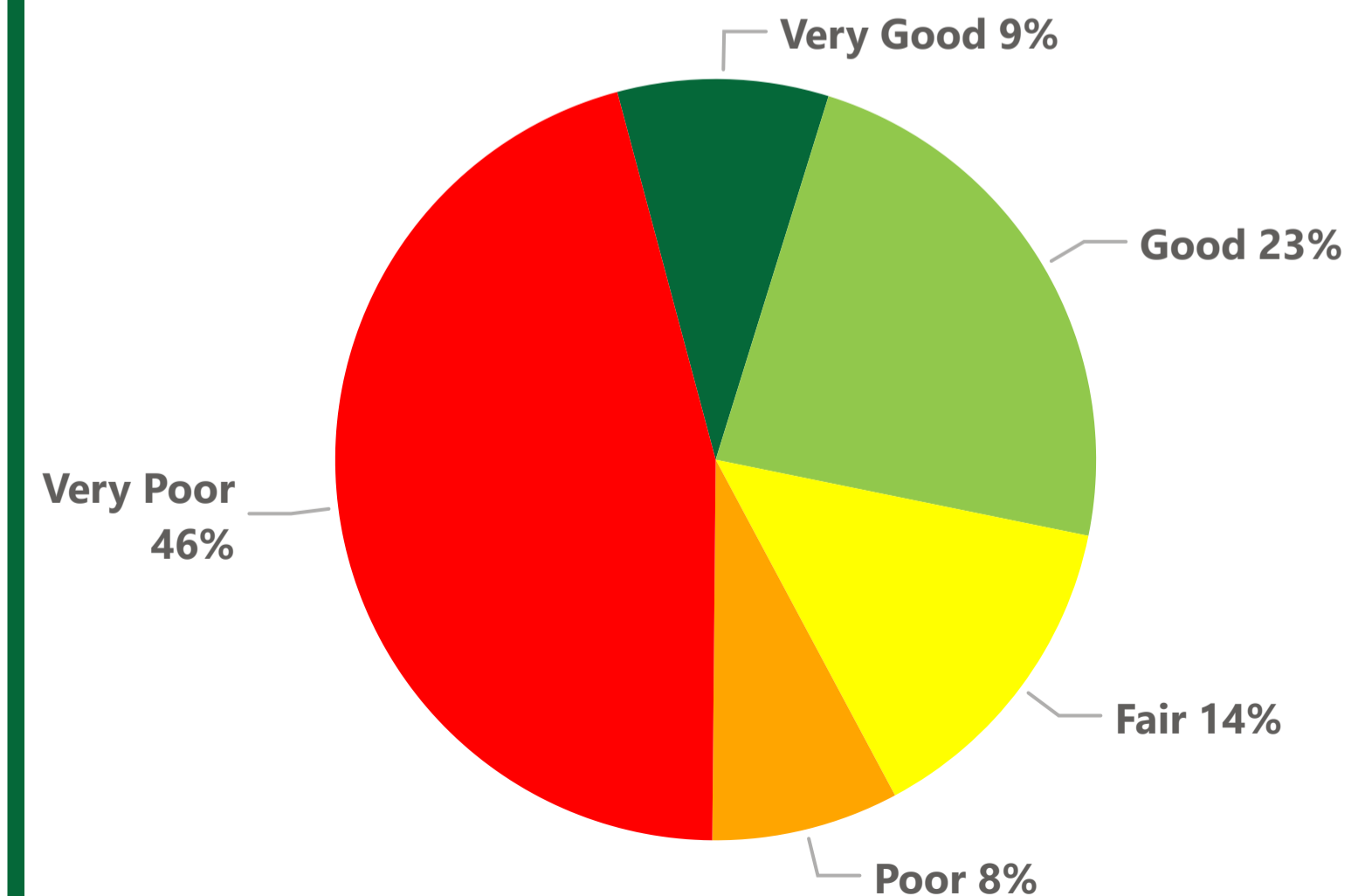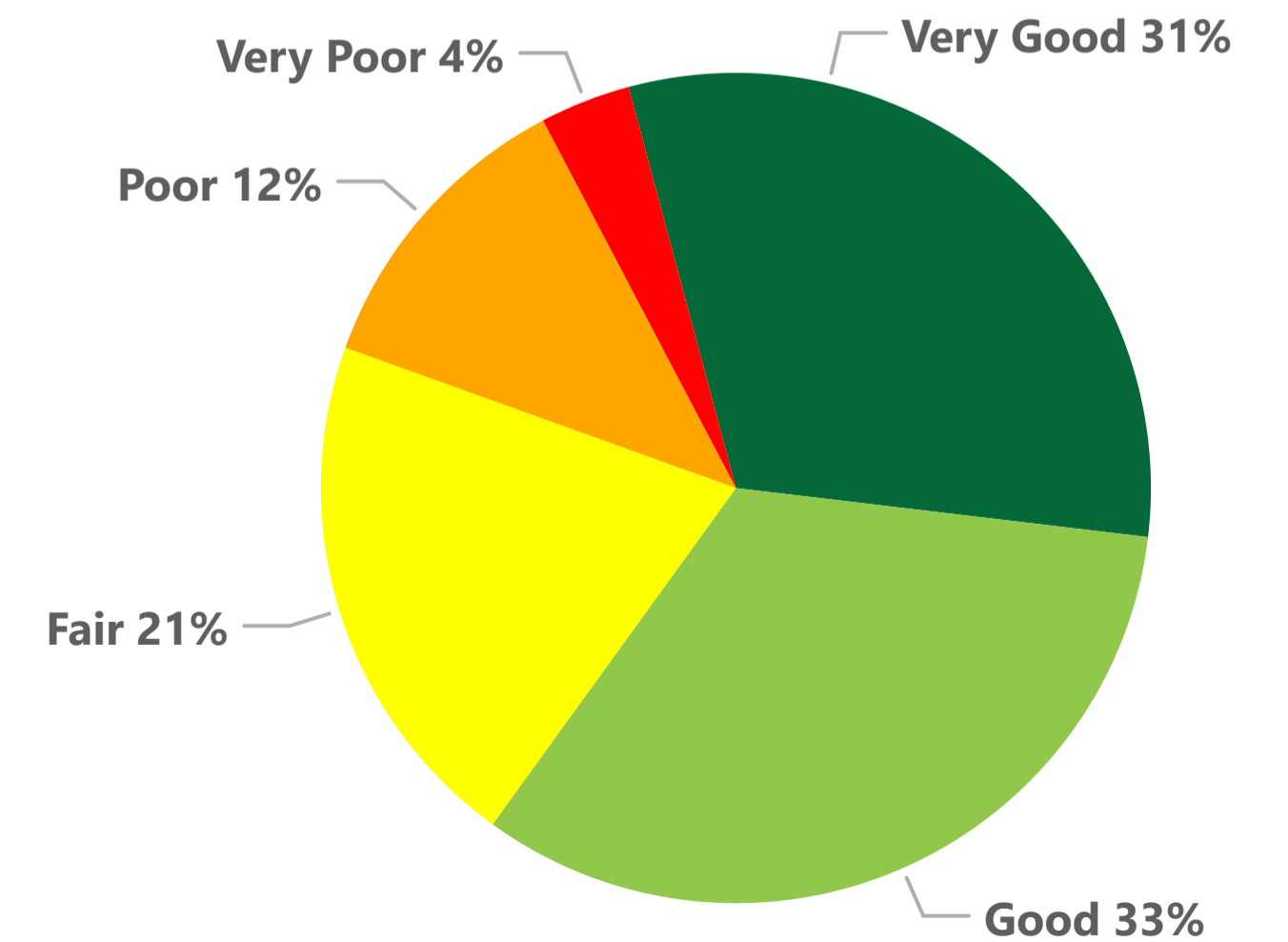
Natural Assets

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 Group	Quantity	Quantity Units	Average Age	Average Useful Life	Replacement Value	Target Annual Funding
Footbridge	97	Footbridge	23	21	$16M	$0.9M
Irrigation System	1559	Zone	12	20	$5M	$0.2M
Park Building	81	Park Building	49	67	$35M	$0.5M
Parking Lot	72	Parking Lot	32	35	$11M	$0.4M
Playground	56	Playground	14	20	$12M	$0.6M
Roads	3	Km	54	160	$5M	$0.0M
Sports Court	50	Court	30	20	$23M	$1.2M
Sports Field	56	Sports Field	31	28	$48M	$1.8M
Trail	124	Km	23	22	$17M	$0.9M
Total	**2098**		**32**	**37**	**$173M**	**$6.5M**

Replacement Value	Target Annual Funding	Current Annual Funding
$173M	$6.5M	$4.0M

Average Useful Life (years)	Backlog	Annual Funding Gap (%)
37	$81M	39

Risk of Asset Failure

	Impact				
	Negligible	Minor	Moderate	Major	Catastrophic
	1	2	3	4	5
Almost Certain 5					
Likely 4					
Possible 3					
Unlikely 2					
Rare 1					

Likelihood

Note: If the total sum of the values shown is less than the total Replacement Value, the risk of asset failure is currently unknown for some asset groups.

Physical Condition

- Very Good 9%
- Good 23%
- Fair 14%
- Poor 8%
- Very Poor 46%

Transportation

Asset Type

Transportation ⌄
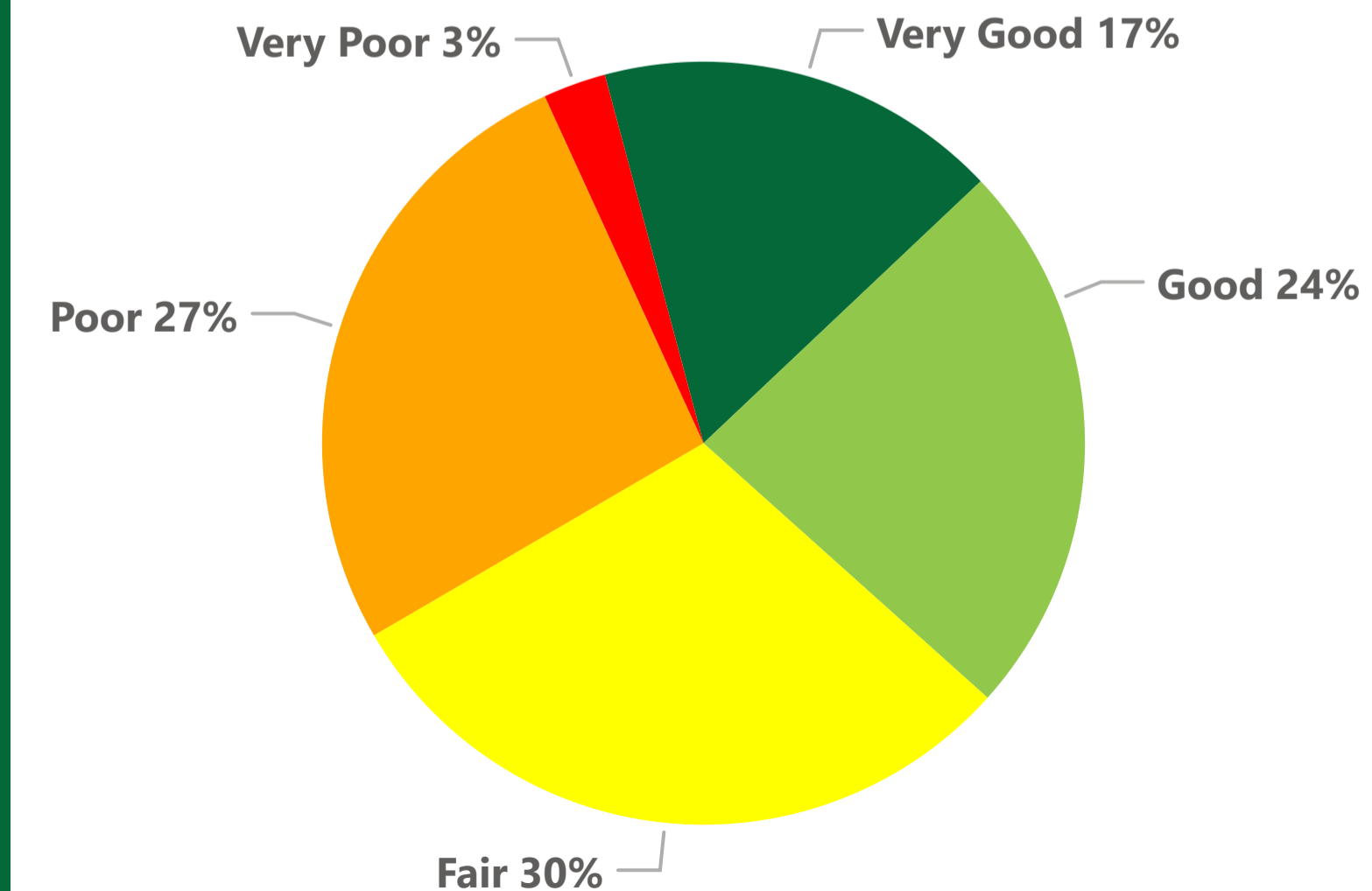
Natural Assets

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 Group ▲	Quantity	Quantity Units	Average Age	Average Useful Life	Replacement Value	Target Annual Funding
Bridge	37	Bridge	45	75	$70M	$0.9M
Bus Stop	222	Bus Stop	10	21	$4M	$0.2M
Controlled Crosswalk	106	Controlled Crosswalk	9	30	$1M	$0.0M
Pedestrian Signal	23	Pedestrian Signal	15	25	$1M	$0.0M
Road Base	567	Centreline Km	78	132	$720M	$5.9M
Road Surface	567	Centreline Km	18	43	$451M	$13.8M
Sidewalk	298	Km	27	72	$222M	$3.6M
Streetlight	9283	Streetlight	41	30	$43M	$1.4M
Traffic Signal	93	Traffic Signal	15	25	$15M	$0.6M
Total	**11196**		**49**	**90**	**$1,527M**	**$26.5M**

Replacement Value	Target Annual Funding	Current Annual Funding
$1,527M	$26.5M	$10.4M

Average Useful Life (years)	Backlog	Annual Funding Gap (%)
90	$183M	61

Risk of Asset Failure

Impact

		Negligible	Minor	Moderate	Major	Catastrophic
		1	2	3	4	5
Almost Certain	5					
Likely	4					
Possible	3	$29M				
Unlikely	2		$1M			
Rare	1					

Note: If the total sum of the values shown is less than the total Replacement Value, the risk of asset failure is currently unknown for some asset groups.

Physical Condition

- Very Good 31%
- Good 33%
- Fair 21%
- Poor 12%
- Very Poor 4%

Vehicles & Equipment

Asset Type

Vehicles & Equipment ⌄
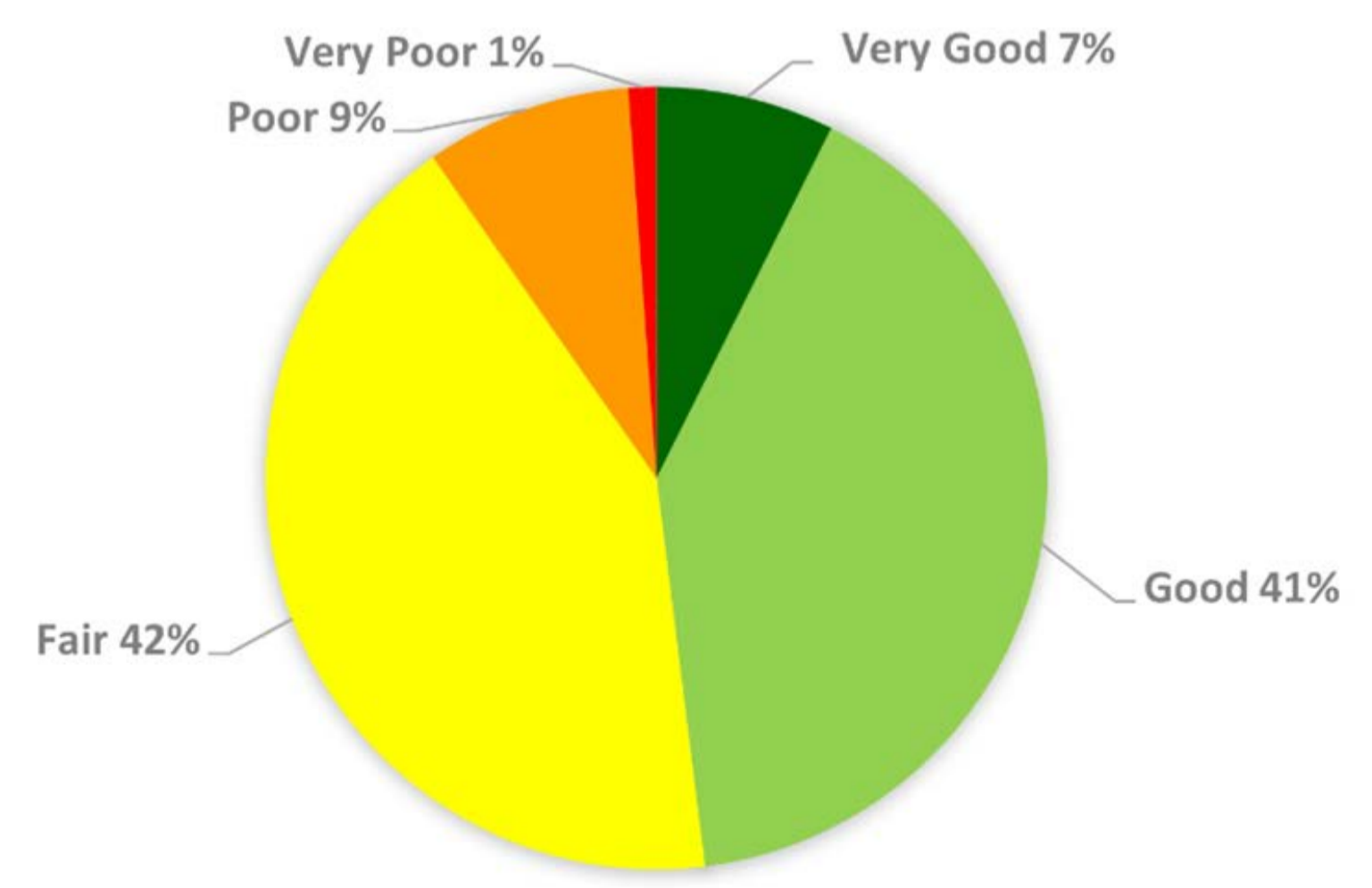
Natural Assets

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 Group ▲	Quantity	Quantity Units	Average Age	Average Useful Life	Replacement Value	Target Annual Funding
Equipment	372	Unit	10	11	$18M	$1.9M
Vehicles - Fire	40	Unit	11	18	$14M	$0.9M
Vehicles - Fleet	277	Unit	10	12	$38M	$3.4M
Vehicles - Police	94	Unit	5	7	$5M	$0.8M
Total	**783**		**10**	**12**	**$76M**	**$7.0M**

Replacement Value **$76M**	Target Annual Funding **$7.0M**	Current Annual Funding **$3.2M**
Average Useful Life (years) **12**	Backlog **$22M**	Annual Funding Gap (%) **55**

Risk of Asset Failure

Impact

Likelihood		Negligible 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Almost Certain	5					
Likely	4					
Possible	3					
Unlikely	2					
Rare	1		$3M		$33M	$4M

Note: If the total sum of the values shown is less than the total Replacement Value, the risk of asset failure is currently unknown for some asset groups.

Physical Condition

- Very Good 17%
- Good 24%
- Fair 30%
- Poor 27%
- Very Poor 3%

Wastewater

Saanich

Asset Type
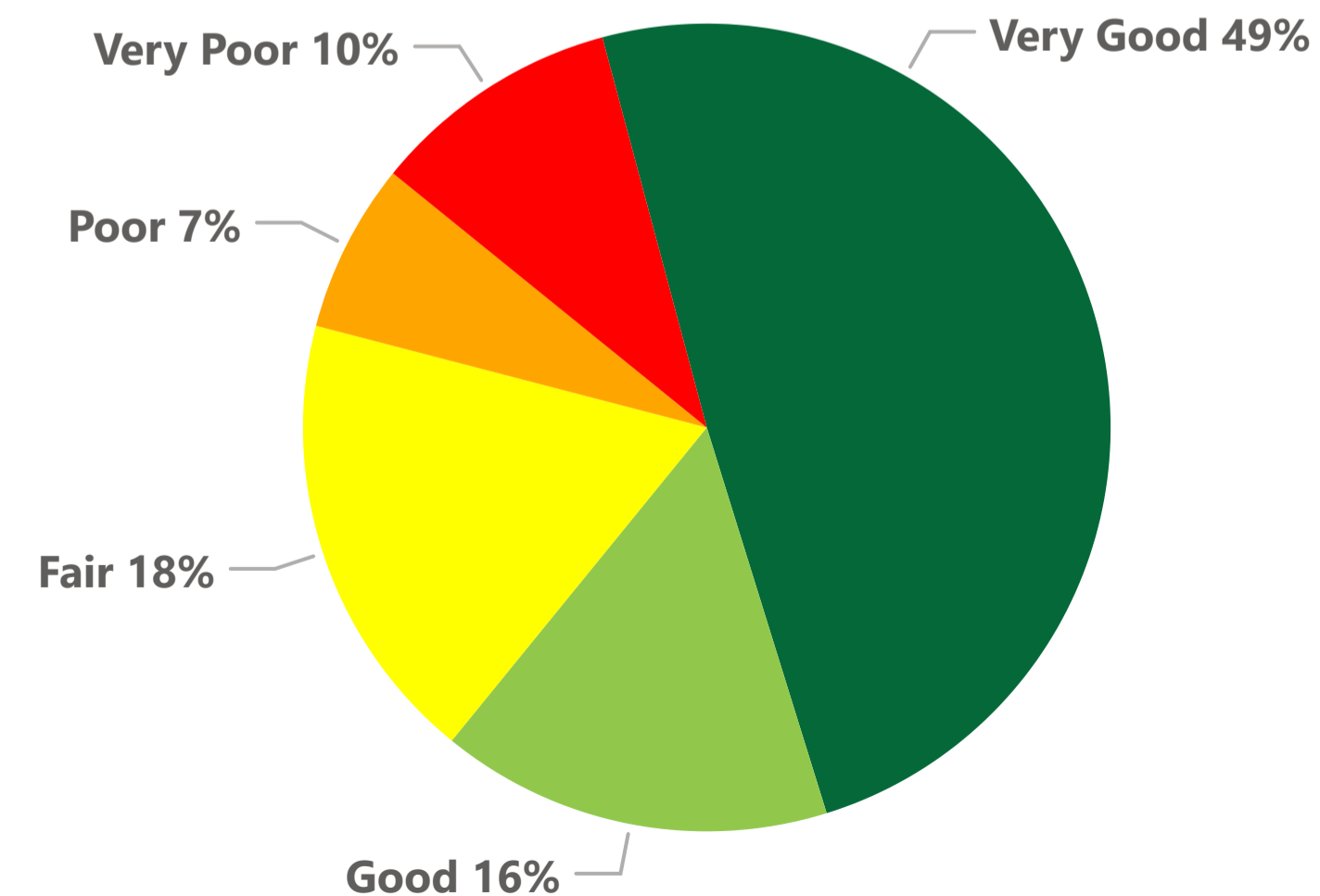
Wastewater

Natural Assets

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 Group	Quantity	Quantity Units	Average Age	Average Useful Life	Replacement Value	Target Annual Funding
Force Main	20	Km	32	91	$23M	$0.3M
Gravity Main	555	Km	46	83	$1,033M	$13.1M
Pump Station	36	Pump Station	30	20	$49M	$2.5M
Total	**611**		**45**	**80**	**$1,106M**	**$15.8M**

Replacement Value	Target Annual Funding	Current Annual Funding
$1,106M	$15.8M	$7.6M

Average Useful Life (years)	Backlog	Annual Funding Gap (%)
80	$97M	52

Risk of Asset Failure

Impact

Likelihood	Negligible 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Almost Certain 5			$1M	$1M	$0M
Likely 4	$2M		$44M	$29M	$6M
Possible 3	$1M	$8M	$49M	$22M	$4M
Unlikely 2	$9M	$15M	$144M	$55M	$13M
Rare 1	$20M	$4M	$446M	$184M	$22M

Note: If the total sum of the values shown is less than the total Replacement Value, the risk of asset failure is currently unknown for some asset groups.

Physical Condition

Very Poor 1%, Very Good 7%, Poor 9%, Good 41%, Fair 42%

Water

2024

Asset Type
Water

Natural Assets

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 Group	Quantity	Quantity Units	Average Age	Average Useful Life	Replacement Value	Target Annual Funding
Main	548	Km	46	74	$721M	$9.9M
Meter	29697	Water Meter	16	20	$18M	$0.9M
PRV Chamber	44	PRV Chamber	33	50	$43M	$0.9M
Pump Station	18	Pump Station	24	20	$22M	$1.1M
Reservoir	5	Reservoir	26	60	$31M	$0.5M
Total	**30312**		**43**	**70**	**$835M**	**$13.2M**

Replacement Value **$835M**	Target Annual Funding **$13.2M**	Current Annual Funding **$9.6M**
Average Useful Life (years) **70**	Backlog **$150M**	Annual Funding Gap (%) **27**

Risk of Asset Failure

	Impact				
Likelihood	**Negligible** 1	**Minor** 2	**Moderate** 3	**Major** 4	**Catastrophic** 5
Almost Certain 5	$0M	$5M	$14M	$23M	$24M
Likely 4		$3M	$9M	$9M	$15M
Possible 3		$9M	$32M	$25M	$5M
Unlikely 2		$0M	$3M	$2M	$0M
Rare 1	$13M	$0M	$325M	$139M	$129M

Note: If the total sum of the values shown is less than the total Replacement Value, the risk of asset failure is currently unknown for some asset groups.

Physical Condition

- Very Good 49%
- Good 16%
- Fair 18%
- Poor 7%
- Very Poor 10%

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

Core Element	Strategy	#	Project Description	Status (End of 2024)	Short Term (1-2 y)		Medium Term (3-5 y)		
					2023	2024	2025	2026	2027
Assets	**Strategy 1: Improve Data Management**	1.1	Transfer existing asset inventory data to a central database with unique asset ID numbers.	Complete					
		1.2	Populate IT asset inventory using ServiceNOW.	Behind					
		1.3	Create a digital and dynamic AM dashboard.	Complete					
		1.4	Purchase new mobile devices, and provide software configuration and training.	Behind					
		1.5	Update data models and data standards across multiple systems for the AM Program.	Behind					
		1.6	Develop asset data collection forms.	On track					
		1.7	Document maintenance management workflows.	Not started					
	Strategy 2: Develop AM Software Solution	2.1	Prepare a needs assessment for asset management software.	Complete					
		2.2	Upgrade infraMAP to supported version.	Behind					
		2.3	Pilot Existing Software: Esri FieldMAP for asset data collection.	Complete					
		2.4	Assess ~~Pilot~~ Existing Software: infraMAP for maintenance management.	On track					
		2.5	Assess ~~Pilot~~ Existing Software: Esri Workforce Starter Solution for maintenance management.	On track					
		2.6	Assess ~~Pilot~~ Existing Software: JD Edwards for maintenance management.	On track					
		2.7	Assess ~~Pilot~~ Existing Software: VFA Facility/FAMIS360 for linkages to other systems.	On track					
		2.8	Assess ~~Pilot~~ Existing Software: FAMIS360 for Recreation Services maintenance management.	On track					

Core Element	Strategy	#	Project Description	Status (End of 2024)	Short Term (1-2 y)		Medium Term (3-5 y)		
					2023	2024	2025	2026	2027
		2.9	Assess ~~Pilot~~ Existing Software: VFA Facility/FAMIS360 for Parks Services decision-support and maintenance management.	On track		▨	█		
		2.10	Prepare a Business Case for providing AM software capacity.	On track		▨	█		
		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					█
Information	**Strategy 3: Complete NA Inventory**	3.1	Complete a Natural Assets Inventory.	Complete	█	▨			
	Strategy 4: Complete First-Generation AM Plans	4.1	Develop a Vehicles & Equipment AM Plan based on existing information.	On track		█	█		
		4.2	Develop a Wastewater AM Plan based on existing information.	On track			█		
		4.3	Develop a Water AM Plan based on existing information.	On track			█		
		4.4	Develop a Drainage AM Plan based on existing information.	Not started			█	█	
		4.5	Develop a Facilities AM Plan based on existing information.	Ahead			█	█	
		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.	Ahead			█	█	
Finances	**Strategy 5: Update IRFS**	5.1	Update the Infrastructure Replacement Funding Strategy.	On track	█				█
	Strategy 6: Develop Unit Cost DB	6.1	Develop a District-wide unit cost database.	Complete	█	█			

Core Element	Strategy	#	Project Description	Status (End of 2024)	Short Term (1-2 y) 2023	2024	Medium Term (3-5 y) 2025	2026	2027
	Strategy 7: Update Annual and Long Term Financial Plans	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					██
People	**Strategy 8: Develop AM Practices Manual**	8.1	Develop draft guidance documents.	Complete	██	░░			
		8.2	Refine guidance documents during development of AM Plans.	On track		✕✕	██	██	
		8.3	Finalize first generation AM Guidance Manual.	Not started					██
	Strategy 9: Develop AM Competency Management Program	9.1	Develop an AM Competency Management Program (AMCMP) based on the CNAM Framework.	On track		░░	██		
		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					
	Strategy 10: Monitor and Report Progress	10.1	Meet regularly with AMSC and AMWG.	On track	██	██	██	██	██
		10.2	Develop template for State of Assets Report.	Complete	██				
		10.3	Provide Council with an annual update on the AM Program.	On track	██	██	██	██	██

Core Element	Strategy	#	Project Description	Status (End of 2024)	Short Term (1-2 y)		Medium Term (3-5 y)		
					2023	2024	2025	2026	2027
		10.4	Prepare a District-wide Levels of Service summary.	Not started					■

Attachment 3 – Asset Management Maturity Assessment 2024

The following chart shows the improvement in Saanich's AM maturity in 2024 based on FCM's Asset Management Readiness Scale (ARMS), which is one of the AM Program Performance Measures identified in Section 5.7 of the *AM Strategy*.

Each competency area is measured on a progressive improvement scale from Level 1 (informal) to Level 5 (advanced) 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
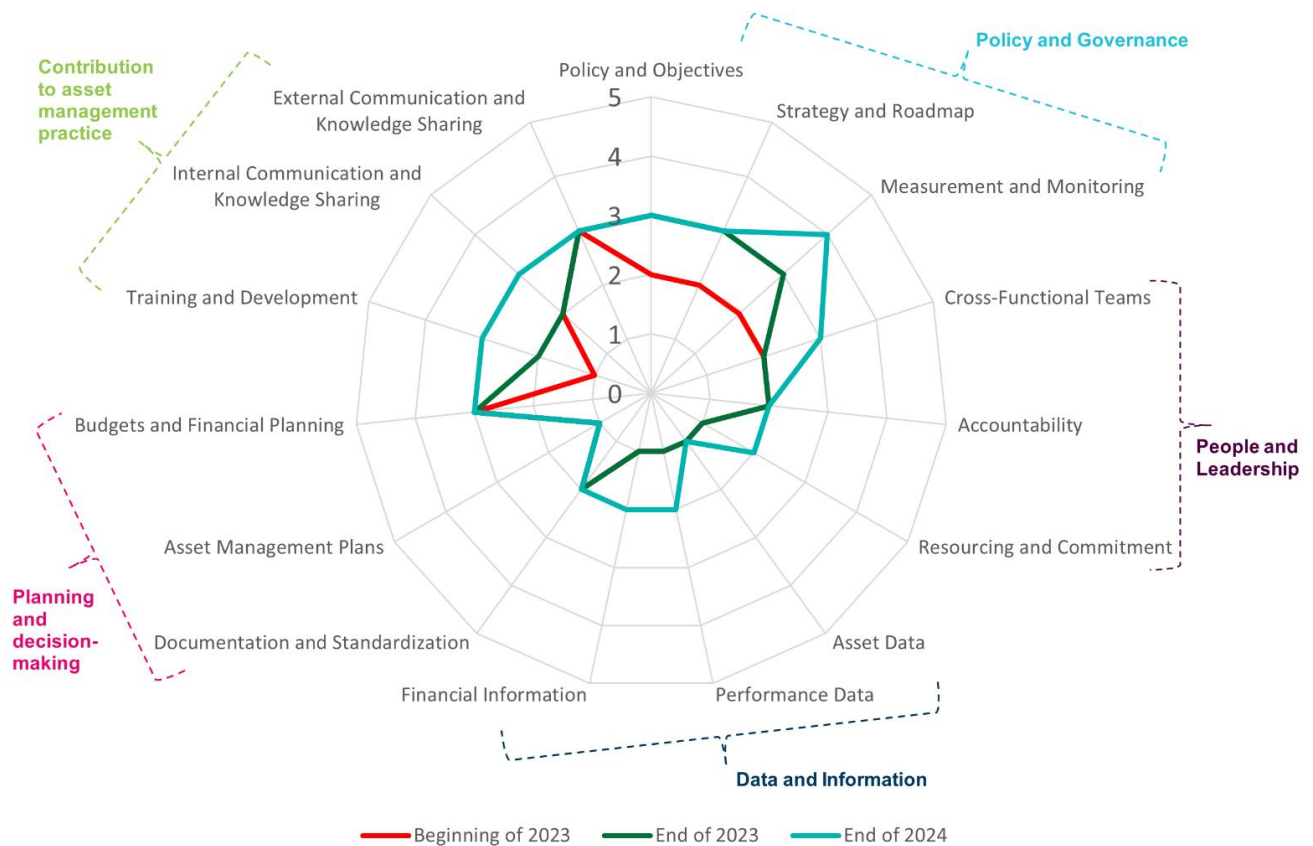
Saanich's AMRS average maturity assessment scores demonstrate continuous improvement over time as follows:

- o 2021 (Pre-AM Strategy Project): Level 1.3
- o 2023 (Pre-AM Strategy Approval): Level 1.7
- o 2023 (End of 2023): Level 2.0
- o 2024 (End of 2024): Level 2.5
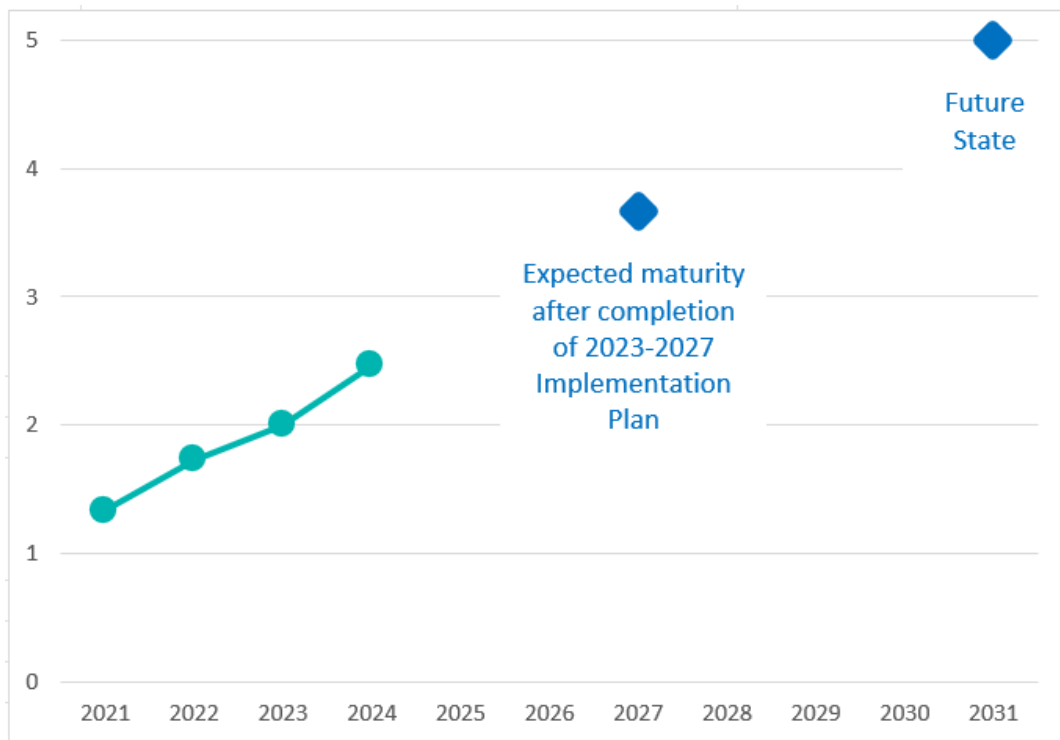
The details of Saanich's District-wide maturity assessment to the end of 2024 is provided below.

Policy and governance

By developing this competency, your organization is putting in place policies and objectives related to asset management (AM), bringing those policies to life through a strategy and roadmap, and then measuring progress and monitoring implementation over time.

Outcome areas	Outcomes: Select the outcomes that your organization has achieved.				
	Level 1	**Level 2**	**Level 3**	**Level 4**	**Level 5**
A **Policy and objectives**	[X] Senior management is committed to formalizing an **AM program**.	[X] We have drafted an **AM policy**. [X] Senior management and council have endorsed the **AM policy**.	[X] We are starting to use our **AM policy** to guide our actions.	[ ] We manage assets and services in accordance with our **AM policy** and organizational objectives.	[ ] We continue to validate and refine our corporate, service and AM objectives based on the evolving needs of our community.
B **Strategy and roadmap**	[X] We have identified the benefits that we want AM to deliver, and the benefits support organizational objectives.	[X] We have a strategy for our **AM program**. [X] We have a draft **roadmap** that outlines our approach for the next 1 to 3 years.	[X] We have a **roadmap** that details the actions for implementing our **AM strategy** over the next 3 to 5 years.	[ ] We are achieving our **AM policy** objectives. The necessary workflows, documents, and reporting tools are in place. [ ] We update our **roadmap** to address evolving needs.	[ ] We follow our **roadmap** and continually improve our AM practices. [ ] We document improvements to our AM practices.
C **Measurement and monitoring**	[X] We have identified short-term actions that will demonstrate early progress on AM.	[X] We are collecting baseline data on our current AM practices.	[X] We have established performance measures to monitor our asset management progress, outcomes, and the benefits to our community.	[X] We use performance measures to monitor AM progress, outcomes, and benefits.	[ ] We monitor performance and use the feedback to prioritize and make ongoing refinements and improvements to AM practices.

Readiness level: You have achieved a readiness scale level when your organization can demonstrate achievement of all outcomes for that level.

Readiness level	Working on Level 1 [X]	Com-pleted Level 1 [X]	Completed Level 2 [X]	Completed Level 3 [X]	Completed Level 4 [ ]	Completed Level 5 [ ]

People and leadership

By developing this competency, your organization is setting up cross-functional teams with clear accountability and ensuring adequate resourcing and commitment from senior management and elected officials to advance asset management.

Outcome areas	Outcomes: Select the outcomes that your organization has achieved.				
	Level 1	Level 2	Level 3	Level 4	Level 5
A Cross-functional teams	[X] We have identified the representation we need on our cross-functional **AM team**.	[X] We have a cross-functional **AM team*** that guides the planning and implementation of our **AM program**.	[X] Our **AM team*** works within our organization to lead, communicate, and support AM improvements and organizational changes.	☐ Our **AM team*** is permanent and tasked with guiding and supporting AM across the organization on an ongoing basis.	☐ Our **AM team*** guides and supports the ongoing improvement of AM within the organization.
B Accountability	[X] We have a champion who has been tasked with planning for our **AM program**.	[X] Our **AM team*** has a documented mandate to develop our **AM program**, which is outlined in a terms of reference and a one- to three-year **roadmap**. [X] Our **AM team** is accountable to senior management and council.	[X] Our **AM team*** is accountable for implementing our **AM program**. ☐ AM roles and responsibilities are included in staff job descriptions.	☐ We have operationalized AM roles and responsibilities across our organization.	☐ We document changes to AM roles and responsibilities as needed to support our evolving requirements.
C Resourcing and commitment	[X] Council knows that resources must be dedicated to exploring the requirements for **AM** and for drafting an **AM roadmap**.	[X] Council demonstrates buy-in and support for AM and allocates resources (funding or staff time) to further develop the **AM program**.	☐ Council champions AM as a core business function and has approved funding to continue **AM roadmap** activities.	☐ Council funds ongoing AM monitoring and enhancement.	☐ The **AM team** measures and monitors progress. ☐ Council demonstrates commitment to ongoing improvement of AM practices.

Readiness level: You have achieved a readiness scale level when your organization can demonstrate achievement of all outcomes for that level.

Readiness level	Working on Level 1 [X]	Completed Level 1 [X]	Completed Level 2 [X]	Completed Level 3 ☐	Completed Level 4 ☐	Completed Level 5 ☐

* Note: Larger organizations may have both an AM team responsible for implementation and an AM steering committee to provide direction and oversee the work. Smaller organizations may group these functions together. This outcome may be better suited to an AM team or an AM steering committee, depending on the organization. In some small communities the AM team may be as few as two people.

Data and information

By developing this competency, your organization is collecting and using asset data, performance data and financial information to support effective asset management planning and decision-making.

	Outcomes: Select the outcomes that your organization has achieved.				
Outcome areas	**Level 1**	**Level 2**	**Level 3**	**Level 4**	**Level 5**
A **Asset data**	[X] We have **asset inventory data**, including approximate quantities of assets within most asset groups. [X] We have some anecdotal information on asset condition. Some age information exists.	[X] We have a **basic inventory** of most **critical assets**, including information on general asset properties such as size, material, location and installation date. [X] We are moving our data to a centralized location for use by the **AM team** (note: this does not require AM software). [ ] We have defined **critical assets** and have some information on asset condition for these assets.	[X] We have a consolidated, **basic inventory** of all assets. [ ] We have defined life cycle investment requirements for **critical assets**. [ ] We have standardized condition rating systems defined for most asset groups. [ ] We have asset condition information on all **critical assets**.	[ ] We have expanded **inventory** data for some assets [ ] We have evaluated the life cycle investment requirements associated with **critical assets**. [ ] We update data according to cycles defined in our **AM plans** or **strategy**.	[ ] We have expanded **inventory data** for most assets. [ ] We have evaluated the life cycle investment requirements associated with most assets.
B **Performance data**	[X] We have informal or anecdotal approaches for measuring asset or service performance.	[X] We have some information on performance of **critical assets**, collected from a variety of sources.	[ ] We have defined **level of service** measurements for some service areas. [ ] We have captured data on current **level of service** performance for some service areas. [ ] We have reviewed service levels and asset performance with council.	[ ] We have defined **level of service** measurements for critical service areas. [ ] We communicate the results from our **level of service** measurement program to staff and council regularly.	[ ] We have defined **level of service** measurements for most or all service areas. [ ] We continually improve how we collect data on **level of service** performance.

Saanich District-wide Assessment End of 2024

Outcome areas	Outcomes: Select the outcomes that your organization has achieved.				
	Level 1	**Level 2**	**Level 3**	**Level 4**	**Level 5**
Financial information	☒ We have **financial information** on our assets, supporting minimum PS-3150 reporting requirements.*	☒ We have major capital renewal and operating & maintenance (O&M) expenditure data for some assets. ☒ We have a strategy to link AM and **financial information**.	☐ We have capital (new and renewal) and O&M expenditure data for most assets. ☐ We have linked AM and **financial information** for all **critical assets**. ☐ We can demonstrate the gaps between forecasted infrastructure needs and current spending levels.	☐ We understand the cost of sustaining current **levels of service** for all **critical assets**.	☐ We understand the trade-offs between investment and the **level of service** we deliver and use this to optimize our financial plans.

Readiness level: You have achieved a readiness scale level when your organization can demonstrate achievement of all outcomes for that level.

Readiness level	Working on Level 1 ☒	Com-pleted Level 1 ☒	Completed Level 2 ☐	Completed Level 3 ☐	Completed Level 4 ☐	Completed Level 5 ☐

* PS-3150 is the Public Sector Accounting Board's standard guiding the treatment of tangible capital assets.

Planning and decision-making

By developing this competency, your organization is documenting and standardizing how the organization sets asset management priorities, conducts capital and operations and maintenance (O&M) planning, and decides on budgets.

Outcome areas	Outcomes: Select the outcomes that your organization has achieved.				
	Level 1	**Level 2**	**Level 3**	**Level 4**	**Level 5**
A **Documentation and standardization**	☒ Our asset planning approaches vary across the organization.	☒ Our departments follow a similar but informal asset planning approach. ☒ We evaluate investment needs and priorities based on a mix of structured and ad-hoc practices and criteria.	☐ We have a structured asset planning approach, but application is inconsistent. ☐ We set priorities using criteria based on organizational goals and objectives.	☐ We employ a consistent structured asset planning approach for each of our **critical services**. ☐ We set priorities using criteria that are fully aligned with our organizational goals and objectives.	☐ We employ a consistent structured asset planning approach for all services. ☐ We adapt our planning approach and criteria to align with evolving organizational goals and objectives.
B **Asset management plans**	☒ Our approach to asset renewal focuses on reacting to basic needs (e.g. growth, regulations and known problems). ☒ We evaluate priorities based on available information, staff experience, and input from council and management.	☐ We have draft **AM plans** for some asset classes, with forecasted financial needs based on estimated data.	☐ We have **AM plans** for **critical services**, based on a mix of estimated and actual data. ☐ Our **AM plans** include available information about **level of service** (current and target) and **risk** management. ☐ Our **AM plans** identify short-term issues and priorities.	☐ We have **AM plans** for most services based on actual data. ☐ Our **AM plans** include basic needs forecasting and **risk** management strategies for **critical assets**. ☐ Our **AM plans** are based on both short- and long-term issues and priorities. They balance short-term service objectives with longer-term goals and **risks**. ☐ We keep our **AM plans** up to date through normal business.	☐ We have **AM plans** for all services based on actual data. ☐ Our individual **AM plans** are integrated across services. ☐ Our **AM plans** include needs forecasts and **risk** management strategies for most assets. Plans address **risks** to both service and business goals.

Saanich District-wide Assessment End of 2024

Outcome areas	Outcomes: Select the outcomes that your organization has achieved.				
	Level 1	Level 2	Level 3	Level 4	Level 5
Budgets and financial planning	[X] We prepare annual capital and operating budgets based on historical values. [X] We deal with new needs reactively, as they occur.	[X] We prepare annual capital and operating budgets based on a mix of historical values and new priorities.	[X] We prepare an annual capital budget based on an annual assessment of current needs. [X] We have a 3-year **capital plan** that addresses short-term issues and priorities.	[ ] We prepare annual needs-based capital and operating budgets that are based on an annual assessment of **risks** and current needs. [X] We have a 5-year **capital plan*** and update it annually. [ ] We update our **long-term financial plan** (at least 10-year) annually and understand the risks associated with our investment gap.	[ ] We prepare multi-year needs-based capital and operating budgets that are based on our short- and mid-term needs. [ ] We take a structured approach to address in-cycle changes.

Readiness level: You have achieved a readiness scale level when your organization can demonstrate achievement of all outcomes for that level.

Readiness level	Working on Level 1 [X]	Com-pleted Level 1 [X]	Completed Level 2 [ ]	Completed Level 3 [ ]	Completed Level 4 [ ]	Completed Level 5 [ ]

* Communities may benefit from long-term capital plans that extend beyond five years to ten years or more.

Contribution to asset management practice

By developing this competency, your organization is supporting staff in asset management training, sharing knowledge internally to communicate the benefits of asset management, and participating in external knowledge sharing.

Outcome areas	Outcomes: Select the outcomes that your organization has achieved.				
	Level 1	**Level 2**	**Level 3**	**Level 4**	**Level 5**
A **Training and development**	**X** Our AM training and development approach is informal and largely driven by the personal initiative of staff. **X** Some staff conduct targeted research, seeking out basic information on AM concepts and techniques.	**X** Our AM training and development requirements are defined by management based on short-term needs. **X** Selected staff are trained on basic AM concepts. **X** Council has opportunities to increase their understanding of AM concepts.	**X** We provide all staff with basic AM awareness training. **X** Some staff undergo training on advanced AM concepts specific to their roles and responsibilities. **X** Staff and council are able to communicate the value of AM in their own words.	☐ We define AM knowledge and skill requirements. A training plan is in place for all positions. ☐ Council, management and staff receive role-appropriate AM training to establish needed capacity across the organization.	☐ We train select staff members as internal experts to support the ongoing development of organizational capacity. ☐ Proactive, role-based training serves as a support for career development and succession planning.
B **Internal communication and knowledge sharing**	**X** We are aware of the need to mitigate the risk of losing information held in the minds of long-term staff.	**X** We mitigate the risk of losing information held in the minds of long-term staff, through improved record keeping.	**X** A culture of knowledge sharing is emerging internally, supported by official initiatives. **X** We collect and maintain AM knowledge resources. **X** We communicate the benefits of AM internally to staff and council.	☐ A culture of knowledge sharing exists and is supported by a mix of formal and informal initiatives. ☐ We disseminate AM knowledge resources within the organization.	☐ We capture AM knowledge and it flows freely throughout the organization. ☐ Staff leverage internal and industry knowledge and leading practice resources.

Saanich District-wide Assessment End of 2024

	Outcomes: Select the outcomes that your organization has achieved.				
Outcome areas	**Level 1**	**Level 2**	**Level 3**	**Level 4**	**Level 5**
External communication and knowledge sharing	[X] We are investigating AM-related organizations and resources.	[X] Staff or elected officials attend AM-related events. [X] We share basic information on current capital projects with the public.	[X] We are members of one or more AM organizations and actively share our AM experience. [X] We share basic information on our assets, the services we provide, and future needs with the public.	[X] We are actively involved in AM organizations and present at AM events. [X] We share information with our peers on our experience, innovations and lessons learned. [ ] We rely on the data from our **AM program** to explain decisions to the public.	[ ] We are a thought leader on AM within the municipal sector. [ ] We are active in coaching others to improve the overall body of AM knowledge. [ ] We communicate the benefits of AM to the public.

Readiness level: You have achieved a readiness scale level when your organization can demonstrate achievement of all outcomes for that level.

Readiness level	Working on Level 1	Com-pleted Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
	[X]	[X]	[X]	[X]	[ ]	[ ]