

Lakeshore

Asset Management Strategy
Council Presentation
June 27, 2023



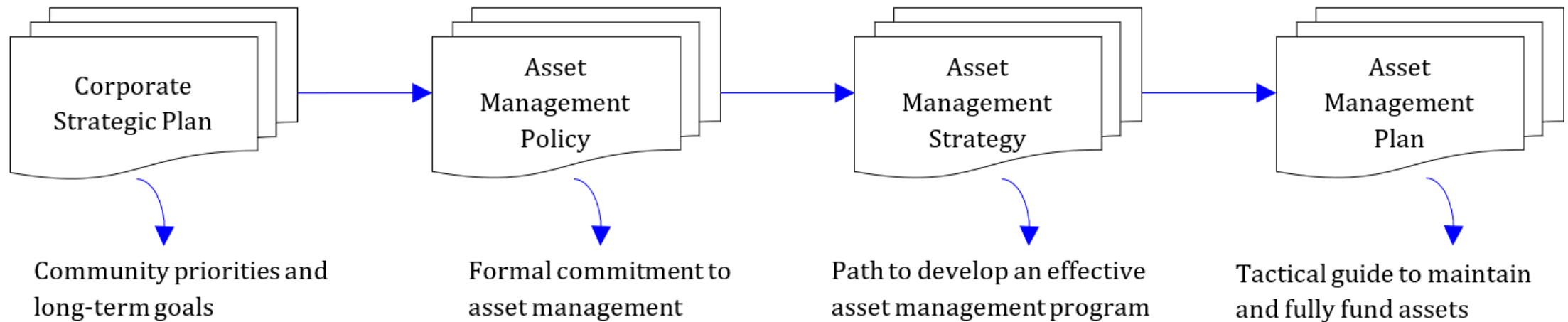
Agenda

1. Overview of Asset Management Strategy
2. Summary of Strategy Results
3. Next Steps

Asset Management Strategy Overview

Key Asset Management Documents

- Institute of Asset Management (IAM) approach to asset management
- Logical Path



Purpose of the Asset Management Strategy

- Identifies key gaps to asset management program maturity
- Provides a 4-year improvement strategy with recommended tasks
- Improve Lakeshore's Asset Management Program
 - Improve staff capacity and knowledge
 - Improve data reliability, completeness, and accuracy
 - Improve decision-making and communication related to infrastructure projects
 - Develops a path towards O. Reg. 588/17 compliance

Seven Core Elements of Asset Management

Seven Key Elements of Asset Management

1	Organization and People	Review of existing organizational capacity and culture for asset management
2	Asset Data	Asset data completeness, management strategy, standards, and systems
3	Strategy & Planning	Alignment between asset management activities and corporate or strategic objectives
4	Project Prioritization	Approach to lifecycle activities, including maintenance and rehabilitation, and project prioritization
5	Risk Management	Identification, understanding, and management of economic, financial, environmental and climate change related, social, and reputational risks
6	Levels of Service	Existing approach to the development and application of levels of service frameworks and their ongoing monitoring and review
7	Financial Strategy	The feasibility of current financial strategies to maintain a practical asset management program, and support current and proposed LOS

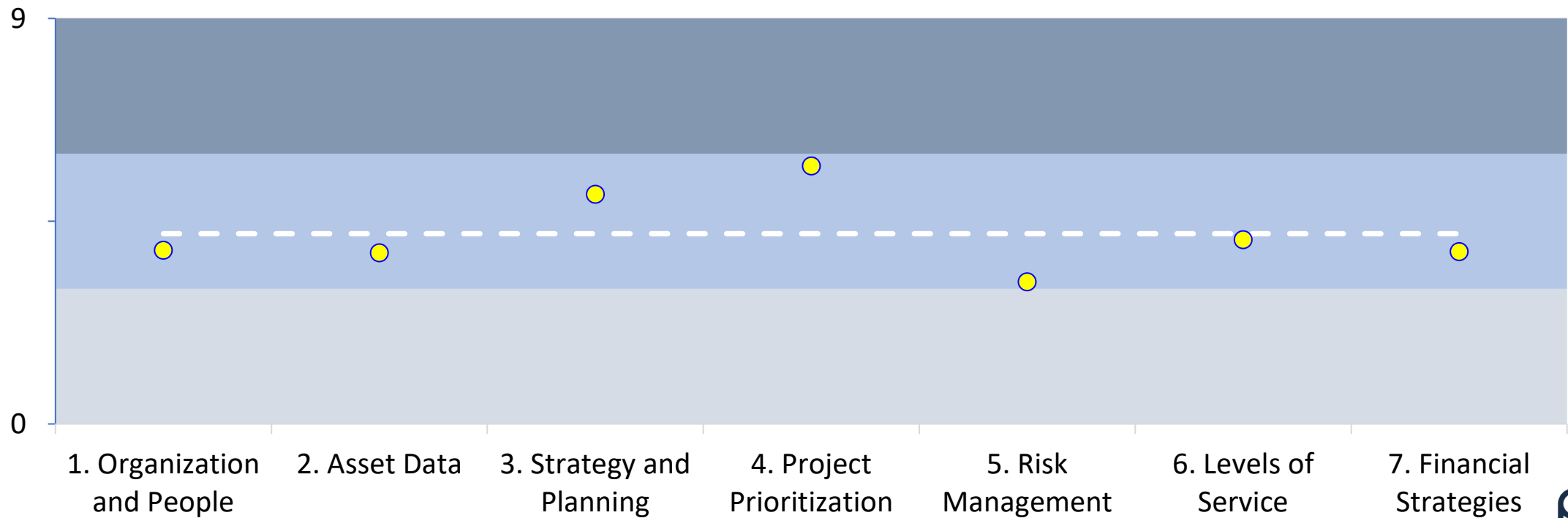
Summary of Strategy

Survey Design

- Surveys used to assess current state of maturity; scale from 0 (basic) – 9 (advanced)
- Multiple choice questions across the seven elements of asset management
- Developed 2 surveys – Staff and Council
- Staff Survey
 - 60 Questions
 - 9 Respondents: Finance (2), DTCS, Water Treatment, Community Services, EIS, Public Works, Fire, Parks/Trails
- Council
 - 44 Questions
 - 2 Respondents
- 1 – 2-hour follow-up with each department to validate results and garner additional feedback

Overall Maturity

- Overall Maturity is **intermediate**
- Identified 32 gaps
- 29 Recommendations over 4 years



Key Gaps

- No asset management coordinator or governance structure
- Staff have low confidence in datasets
- The municipality uses a short-term planning horizon
- Risk and levels of service frameworks meet minimal O. Reg. compliance only, and do not readily support decision making
- Minimal cross-departmental collaboration

Improvement Plan Summary

1. O. Reg. 2024 AMP Compliance (2023Q3 – 2024Q2)

- Resource Capacity and Training
- Close data gaps and update replacement costs
- Review and update risk and lifecycle models

2. O. Reg. 2025 AMP Compliance (2024Q3 – 2025Q2)

- Growth Analysis
- Establish proposed levels of Service
- Link lifecycle strategies and the financial strategy to levels of service

3. Asset Management Program Advancement (2025Q3 – 2027Q2)

- Expand governance strategies
- Improve Financial Planning
- Advance project prioritization processes

Next Steps

- Lakeshore to review work plan to develop necessary projects and programs
- Consider resourcing, roles, and responsibilities to undertake workplan
- Prepare internal communications, consider a change management approach
- Remember: this may require a some upfront effort, but will **improve organizational efficiency and coordination long-term**

Questions
