Asset Management Policy Review

Cariboo Regional District

psd**citywide**

Comprehensive Review of Cariboo Regional District (CRD) Asset Management Policy

The review expands on the 16 questions, ensuring alignment with CRD's unique priorities, assets, and strategic goals. The findings and recommendations reflect the integration of CRD's strategic priorities, AMBC Asset Management Framework, and other relevant policies. This will inform a more elaborate and effective policy draft.

1. What are the specific regional goals and plans mentioned in the asset management policy?

Findings:

- The current policy references sustainable service delivery and fiscal responsibility but does not explicitly link these to CRD's key strategic documents, such as:

  - Strategic Priorities 2022-2026
  - Local Official Community Plans (OCPs)
  - Solid Waste Management Plan or other relevant initiatives.

- Goals like collaboration with First Nations and climate resilience, emphasized in CRD strategies, are not adequately addressed.

Recommendations:

- Reference CRD Strategic Priorities and specific initiatives, such as:

  - Enhancing community resilience.
  - Promoting environmental sustainability.
  - Supporting partnerships with First Nations.

- Include measurable outcomes for aligning asset management practices with these regional goals.

2. How does the policy quantify or measure the support provided to these goals and plans?

Findings:

- While annual reports are required, the policy lacks specific Key Performance Indicators (KPIs) to measure progress toward goals.

Recommendations:

- Establish KPIs, such as:
  - Asset condition ratings.
  - Operational performance metrics (e.g., maintenance response times).
  - Service level satisfaction scores.
- Ensure these KPIs are embedded in annual reporting and strategic reviews.

3. Is there a clear timeline and procedure for integrating asset management into the budget cycle?

Findings:

- The policy references financial planning but does not provide a structured timeline for integrating asset management data into budget development.

Recommendations:

- Specify a timeline aligning asset assessments (e.g., risk evaluations) with the annual budget cycle.
- Create milestones for reporting updates to the Board during budget discussions.

4. How does the policy ensure that long-term infrastructure needs are balanced with short-term budget constraints?

Findings:

- The policy emphasizes lifecycle costing but does not outline mechanisms for balancing immediate fiscal realities with long-term needs.

Recommendations:

- Develop a priority matrix that ranks projects based on:
  - Urgency.
  - Risk level.
  - Cost-effectiveness.
- Introduce periodic budget reviews to ensure balanced decision-making.

5. What are the specific methodologies or tools used for continuous improvement in asset management?

Findings:

- The policy mentions adherence to the BC Framework but lacks explicit methodologies or tools.

Recommendations:

- Specify tools and methodologies, such as:
    - Geographic Information Systems (GIS) for spatial analysis.
    - Condition assessments for infrastructure evaluation.
    - Lifecycle costing models for financial planning.
- Outline a continuous improvement plan, including periodic reviews and technology upgrades.

6. How often is the asset management plan reviewed and updated?

Findings:

- The policy does not define a review cycle.

Recommendations:

- Mandate a review every three to five years to incorporate:
    - Technological advancements.
    - Legislative changes.
    - Evolving community priorities.

7. Are specific climate change scenarios and their impacts on municipal assets discussed?

Findings:

- Climate change is not addressed, despite increasing regional risks like wildfires and flooding.

Recommendations:

- Include a section on climate risk assessments and adaptation strategies for critical assets.
- Highlight the integration of green infrastructure solutions to mitigate climate impacts.

8. How does the plan propose to finance the actions required for climate change adaptation and mitigation?

Findings:

- Financing for climate resilience is not detailed.

Recommendations:

- Establish a Climate Resilience Reserve Fund.

- Explore external funding opportunities, including grants and partnerships.

9. How is asset management data used to inform financial planning for assets?

Findings:

- The policy mentions lifecycle costing but lacks details on connecting data to budget decisions.

Recommendations:

- Use condition ratings, risk scores, and performance metrics to prioritize investments and allocate funds.
- Align asset data with five-year financial plans.

10. How does the asset management plan consider future land-use changes or development plans?

Findings:

- Integration with land-use and development strategies is not discussed.

Recommendations:

- Ensure alignment with OCPs and regional growth strategies to accommodate future population and economic development.

11. How were the capitalization thresholds determined and are they reviewed periodically?

Findings:

- The Tangible Capital Asset Policy (2022) specifies thresholds, but the review process is unclear.

Recommendations:

- Establish a review cycle for thresholds, considering inflation and changes in asset valuations.

12. Is there a clear organizational chart or description of roles related to asset management?

Findings:

- Roles beyond the CFO are not specified.

Recommendations:

- Develop an organizational chart that includes:
    - Board of Directors (oversight).

- o CAO (implementation).
- o Department Heads (operational responsibility).
- o Asset Management Steering Committee (coordination).

13. How are responsibilities for asset management communicated and enforced?

Findings:

- Communication strategies are not mentioned.

Recommendations:

- Introduce a communication framework that includes:
  - o Training sessions.
  - o Interdepartmental meetings.
  - o Policy briefings.

14. What is the frequency and nature of asset management reporting to the board?

Findings:

- Reporting timelines are not defined.

Recommendations:

- Require:
  - o Annual asset management reports detailing performance and finances.
  - o Comprehensive reviews every five years.

15. How does the council provide feedback or influence asset management planning?

Findings:

- Council feedback mechanisms are not defined.

Recommendations:

- Establish feedback channels, such as:
  - o Workshops.
  - o Public presentations.
  - o Stakeholder meetings.

16. What channels are currently used for public input and how effective are they?

Findings:

- Public engagement mechanisms are not detailed.

Recommendations:

- Develop a public engagement framework with:
    - Surveys.
    - Online platforms.
    - Town hall meetings.

Policy Draft

1. Purpose

The Cariboo Regional District (CRD) is committed to managing its infrastructure assets sustainably to deliver efficient, effective, and resilient services that align with the Strategic Priorities 2022-2026 and the AMBC Asset Management Framework. This policy establishes a comprehensive framework for maintaining and enhancing CRD's engineered and natural assets, supporting economic growth, environmental stewardship, and community well-being.

2. Scope

This policy applies to all infrastructure assets owned, managed, or operated by the CRD. These include:

1. Water and Wastewater Systems: Treatment plants, distribution, and collection infrastructure.

2. Solid Waste Management Facilities: Landfills, transfer stations, and recycling facilities.

3. Fire Protection and Emergency Services Infrastructure: Fire halls, equipment, and hydrant systems.

4. Parks and Recreational Facilities: Trails, playgrounds, green spaces, and regional parks.

5. Community Halls and Public Buildings: Libraries, meeting spaces, and administrative facilities.

6. Natural Assets: Wetlands, forests, and other ecosystems that contribute to municipal services.

Exclusions: Transportation systems (e.g., roads, bridges) are outside CRD's management scope.

3. Guiding Principles

Sustainable Service Delivery

- Ensure infrastructure services are delivered in a socially, economically, and environmentally responsible manner, safeguarding future generations.

Lifecycle Management

- Consider the total cost of ownership across an asset's lifecycle, from acquisition to decommissioning, to optimize investment decisions.

Climate Resilience

- *Incorporate climate adaptation measures and green infrastructure to mitigate risks such as flooding, wildfires, and extreme weather.*

Community Engagement

- *Actively engage the public and stakeholders in defining service levels, prioritizing investments, and planning future infrastructure projects.*

Transparency and Accountability

- *Commit to open communication about asset management decisions, performance, and progress.*

Alignment with Strategic Priorities

- *Integrate asset management practices with CRD's broader strategies, including growth planning and sustainability initiatives.*

4. Strategic Alignment

This policy supports the following regional goals and strategies:

1. *Strategic Priorities 2022-2026: Emphasizes collaboration with First Nations, climate resilience, and equitable service delivery.*

2. *AMBC Asset Management Framework: Provides a structured, data-driven approach for asset planning and decision-making.*

3. *Solid Waste Management Plan: Ensures environmentally responsible waste management infrastructure.*

4. *Official Community Plans (OCPs): Aligns infrastructure investments with land-use planning and development goals.*

5. Roles and Responsibilities

Board of Directors

- *Approve the Asset Management Policy and long-term strategies.*
- *Allocate resources to implement asset management plans.*
- *Provide oversight and monitor progress.*

Chief Administrative Officer (CAO)

- *Ensure policy implementation and alignment with CRD's strategic priorities.*
- *Report progress and key outcomes to the Board.*

Asset Management Steering Committee

- *Oversee cross-departmental collaboration and ensure policy objectives are met.*

- *Develop, monitor, and update asset management strategies and plans.*

- *Maintain the asset inventory and assess asset performance.*

Department Heads

- *Manage the operation, maintenance, and renewal of infrastructure assets.*

- *Provide accurate and timely data for planning and reporting.*

Finance Department

- *Integrate asset management data into budget planning and long-term financial forecasts.*

Public Stakeholders

- *Provide input through consultations, surveys, and public meetings to guide service priorities.*

6. Asset Management Strategy

The CRD's asset management strategy outlines key actions to achieve the objectives of this policy:

Inventory Management

- *Maintain accurate records of asset location, condition, replacement value, and performance.*

Lifecycle Planning

- *Incorporate lifecycle costing into all decisions to minimize long-term costs while ensuring service reliability.*

Risk Management

- *Conduct risk assessments to identify vulnerabilities and prioritize critical infrastructure investments.*

Performance Monitoring

- *Use Key Performance Indicators (KPIs) such as:*
  - *Asset condition ratings.*
  - *Service delivery efficiency.*
  - *Maintenance backlog reduction.*

Climate Adaptation

- *Implement measures to increase infrastructure resilience against climate change impacts.*

Financial Integration

- *Align asset management planning with CRD's annual budget cycle and long-term financial plans.*

7. Climate Resilience

The CRD recognizes the importance of climate resilience in sustaining infrastructure services. Key initiatives include:

1. *Climate Risk Assessments: Evaluate vulnerabilities of critical assets to flooding, wildfires, and extreme weather.*

2. *Adaptation Strategies: Incorporate green infrastructure, such as wetlands, for flood mitigation and carbon sequestration.*

3. *Climate Resilience Fund: Establish a dedicated fund to finance adaptation and mitigation projects.*

8. Public Engagement

The CRD is committed to incorporating public input into asset management through:

1. *Annual Citizen Surveys: Gather feedback on infrastructure satisfaction and service priorities.*

2. *Town Hall Meetings: Discuss major projects and upcoming infrastructure investments with residents.*

3. *Online Platforms: Provide accessible tools for public engagement and real-time updates on infrastructure performance.*

9. Reporting and Review

Annual Reporting

- *The Asset Management Steering Committee will prepare an annual State of Infrastructure Report, detailing:*
  - *Asset conditions.*
  - *Service performance against KPIs.*
  - *Financial implications and investment priorities.*

Policy Review

- *This policy will be reviewed and updated every three to five years, or as needed, to reflect changes in community needs, legislative requirements, or best practices.*

10. Continuous Improvement

CRD commits to continuous improvement in asset management through:

1. Training and Development: Provide staff with training on lifecycle planning, risk management, and emerging technologies.

2. Benchmarking: Compare CRD's performance with similar regional districts to identify areas for improvement.

3. Technology Integration: Leverage advanced tools such as GIS and asset management software to improve decision-making and efficiency.

11. Implementation and Integration

This policy complements and integrates with:

- CRD Financial Plans.

- Solid Waste Management and Land Use Strategies.

- Emergency Preparedness Plans.

Implementation will ensure all infrastructure decisions align with CRD's long-term goals for sustainability, resilience, and service excellence.