

Asset Management High Level Roadmap

This roadmap lists initiatives that will drive the Asset Management Strategy, along with timelines and pre-requisites. These initiatives were defined based on the 2024 Asset Management Maturity Assessment to bridge the gap between the current and target state. This high-level roadmap is designed to aid Departmental teams in developing their own implementation plans to achieve the District's asset management objectives and their specific departmental goals.

Project Charter	Action	Sub-tasks	Timeline (years)		
			0-2	2-5	Longer term
	Department-level Implementation plans	Each department will develop a detailed implementation plan based on guidance from the AM Strategy, the High-Level Roadmap, and consultation with the team. Pre-requisites: High-Level Roadmap, AM Strategy			
Phase 1	Baseline Assessment: Data Audit	Review of asset data and information (age, size, condition, performance metrics, etc.) within the District to identify gaps and recommend leading practices and standards to use to bridge gaps and support levels of service. Pre-requisites: AM Maturity Assessment; Initial Data Collection Activity			
	Infrastructure Asset Inventory \Register	Identify sources of information and resources to fill gaps in inventory/register according to defined data standards and processes. Fill gaps through data gathering, historic data, and review of recent acquisitions or replacements. Pre-requisites: Baseline Assessment: Data Audit			
	Condition of Assets	Expand condition assessments activities currently in progress to define and document assumed condition based on age and existing condition information. Pre-requisites: Baseline Assessment: Data Audit			
		Modeling condition based on more advanced parameters. Field assessments based on risk structure and other regulatory obligations. Use CMMS/EAM to document asset attributes and condition. Pre-requisites: Baseline Assessment: Data Audit; Initial Condition Assessments through Estimates			
	Council Asset Management Workshop	Review Roadmap with Council. Update Council on asset management practices, aims, and program targets. Pre-requisites: Workshops scheduling			
Phase 1	EAM Implementation	Define requirements and desired software functions. Go to market to acquire an Enterprise Asset Management software. Pre-requisites: AM Maturity Assessment; Baseline Assessment: Data Audit			
Phase 2	Customer & Technical Levels of Service	Build Level of Service (LOS) Framework. Define Customer Level of Service (CLOS) categories. Identify responsible parties for each CLOS and Technical LOS(TLOS) and establish a line of sight to the District's Strategic Priorities. Define high-level data needs to support CLOS and TLOS metrics. Pre-requisites: AM Strategy; Engagement Workshops			
Phase 2		Define and measure technical Levels of Service. Define targets LOS. Allocate cost to maintaining or improving LOS. Develop documentation that captures expectations around LOS and metrics around infrastructure operational performance. Pre-requisites: AM Strategy; AM Maturity Assessment; LOS Framework (including CLOS); Baseline Assessment: Data Audit			
	Master Plans	Develop actionable projects or programs to address gaps for each asset class in the District. These plans should also integrate growth projections and changes anticipated due to current and future capacity trends. Pre-requisites: Planning Studies; AM Strategy; LOS Framework (including CLOS); This AM Roadmap			
Phase 2	Asset Risk Register	Define risk categories and develop risk framework. Conduct risk assessments based on probability/impact. Develop robust risk management practices and a risk register to inform capital renewal priorities. Pre-requisites: Asset inventory and strategic priorities			
	Develop Financial Framework	The framework should provide effective ways for Council to make governance decisions about levels of service, taxes rates, and long-term infrastructure renewal programs. As part of this activity, develop Reserves and Debt Policy, update Council on Debt Financing options, and update the 5-year Financial Plan. Pre-requisites: LOS Framework; Meeting minutes from Council AM workshop			
Phase 3	20-Year Capital Plan and Long-Term Financial Plan	A forecast of infrastructure replacement requirements and funding needs for a 50-year timeframe, including recommendations for funding mechanisms to address deferred maintenance and achieve sustainable service delivery. Pre-requisites: Financial Framework; AM Strategy			
Phase 3	State of Infrastructure Reports (aka SIRP)	Compile asset information into State of Infrastructure Reports to update Sustainable Infrastructure Delivery Report. Pre-requisites: 20-Year Capital Plan; Condition Assessments and Asset Data Updates			
	Annual and Lifecycle Asset Costs	Identify capital, maintenance, and operations activities for each asset category. Define costs of lifecycle activities based on desired levels of service. Aggregate annual costs. Use CMMS/EAM to record and manage work. Pre-requisites: EAM Implementation			
Phase 3	Asset Management Plans	Compile asset information into a Comprehensive AMP with input from departments. Pre-requisites: All preceding activities			
Longer Term	Natural Asset Inventory/ Register	Incorporate existing work from Parks and Public Works. Pre-requisites: Natural Assets Study to supplement data; Availability of additional funding from external supporting organizations			
Longer Term	Asset Management Maturity Assessment	Revisit the baseline maturity assessment with a new round to determine progress on the current state as well as gaps and new challenges.			
Longer Term	Asset Management Policy and Strategy Refresh	Revisit the AM Policy and Strategy to determine if they are still aligned with the District's priorities and the progress made so far. A partial amendment or full update may be needed.			