

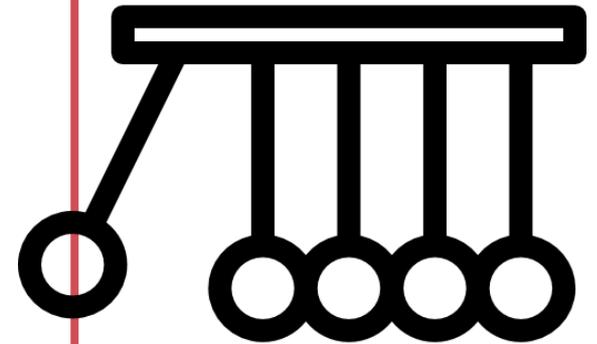


Using Communities of Practice to Drive Continuous Improvement

Chris Chen & Sam Sidawi



Achieve superior asset management outcomes through communities of practice.



Context: Ontario's Challenge

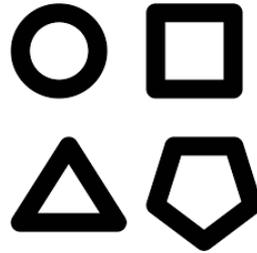
Requirement



Regulation (O.Reg. 588/17) requires municipalities to meet multi-year asset management milestones from 2019 onwards.



Range of Capacity



Vastly different municipal asset portfolios and levels of expertise: 444 municipalities. Populations range from 97 to ~3M spread across 1M km².



Compliance



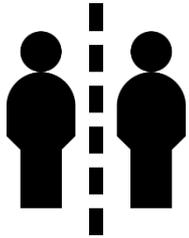
System-level questions

How do municipalities meet regulatory milestones by required deadlines?

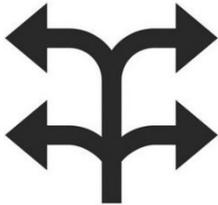
How do municipalities achieve and sustain quality in their asset management planning?

Further Challenge: Complexity

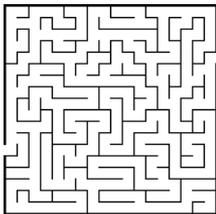
In addition to 'Ontario's regulatory challenge', successful implementation involves addressing the unique complexities of Asset Management (AM).



Establishing a nimble, collaborative culture to support prioritized decision-making is hard.



No single model works for all organizations.



Being able to interpret, align, and apply AM advances across disciplines (engineering, finance, planning, etc.) to your organization is difficult.

Problem We Are Solving



In a regulatory context, tendency can be *merely* to fulfill requirements.

Fear of non-compliance: potential hold-backs of funding.

AM outcomes tend to suffer even though the spirit of the regulation is to drive systems-level change in municipalities' asset management (AM) cultures.



What is a cost effective way to share AM knowledge-experience and achieve transformational change across hundreds of municipalities?

Opportunity

We see a more creative opportunity, one where municipalities help each other achieve better outcomes and accelerate progress.

Connect

Share ideas to solve issues.

Create

Leverage effective practices from peers.

Advance

Gain nuanced understanding of different approaches.

Cultivate **Communities of Practice*** that:

Interact regularly through facilitated AM discussions.

Work through common AM issues, such as:

- Define the asset hierarchy;
- Identify asset data gaps;
- Set levels of service;
- Implement risk management framework;
- Refine leadership & AM governance;
- Develop optimal life cycle strategies.

Share asset management experiences & solutions.

* also called: Peer Learning Networks; Learning Communities; Peer-to-Peer Networks

Two Community of Practice Models

Communities of Practice involve peers sharing their knowledge & experience in asset management. Our approach to building these networks has evolved over the past 10 years:

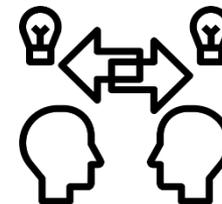
'Informal / Organic'

- More informal municipal peer-to-peer sharing;
- Focused on small number of municipalities;
- Organically driven, volunteer funded;
- Motivated by innovation & best practices
- Meet quarterly, in-person.

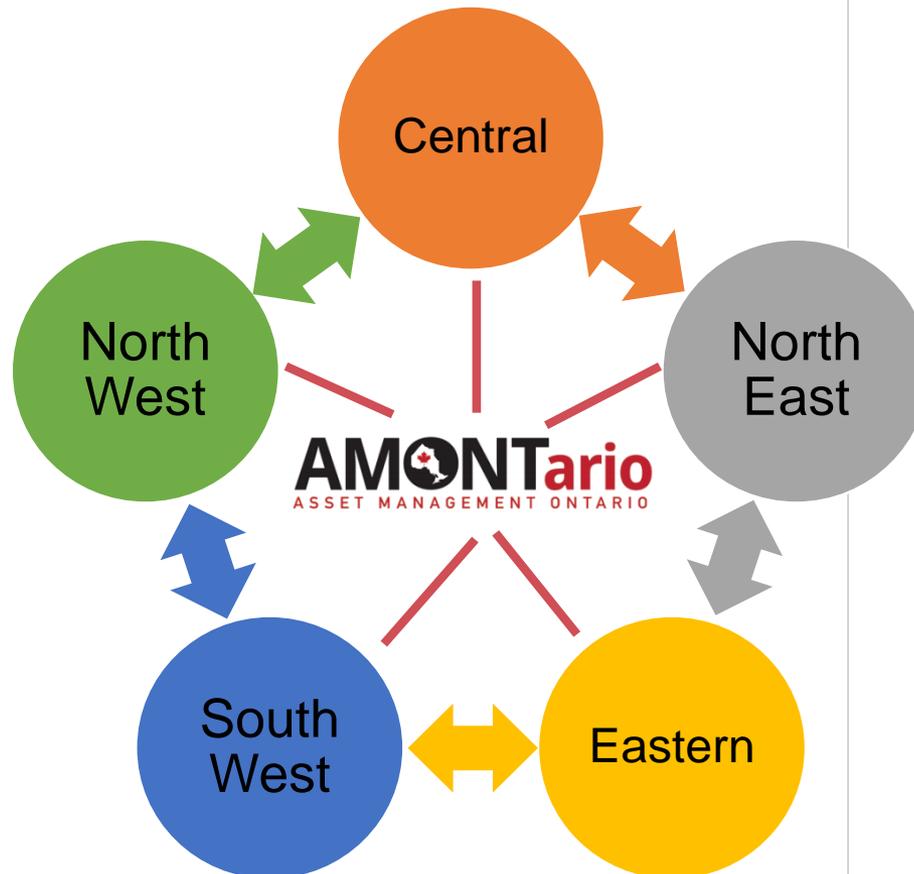


'Formalized / Structured'

- More structured engagement with commitment to progress on FCM's AM Readiness Scale;
- Coverage across Province – 100s of municipalities;
- Guided facilitation; formalized governance structure.
- Accountability associated with Ministry & FCM funding;
- Meet monthly or bimonthly – in-person & online.



Support Communities of Practice through Hub & Spoke model.



“Hub”: AMONTario provides support, guidance, & expertise.

‘Train the regional champion’ approach

Regional Communities of Practice: Municipality-driven. Tailored to local needs.

Facilitated Coaching to Benchmark Progress



In support of the Ministry of Infrastructure, AMONTario developed a *Comprehensive Guide to Asset Management* 'curriculum'.

This is delivered to municipalities through a blended coaching model (remote & in-person sessions) in partnership with the Association of Municipalities of Ontario.

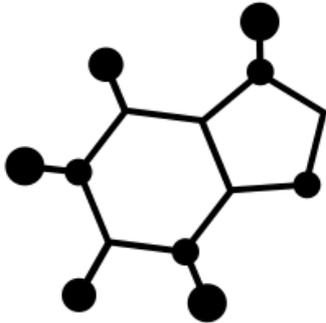


Business Case for AM Communities of Practice

The value advantage for Communities of Practice as an approach to disseminate AM knowledge & effective practices:



Hypothetical: If a Province were to provide 400 municipalities \$40,000 each to improve asset management planning, the outlay would be \$16M for taxpayers. *What would be AM outcomes – on a systems-level – of this action on its own?*



An outlay of money does not – on its own – transform asset management cultures with speed and across diverse circumstances.

The Community of Practice approach, at a fraction of the cost, leverages networks & shared interests to shape AM norms.

Lessons

Accountability.

Establish Terms of Reference, clear expectations and responsibilities.



Champions.

Identify AM leaders in each region and empower them.



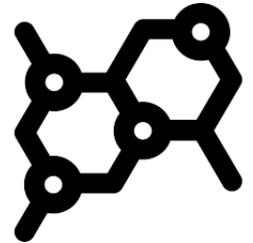
Proximity.

Even though they may be at different levels of AM maturity, municipalities prefer working with neighbors (shared issues).



Linkages.

Build the sector's ecosystem. Capitalize on existing regional frameworks or committees.



Chris Chen

Executive Director

Asset Management Ontario
(AMONTario)

chrischen@amontario.ca

Sam Sidawi, P.Eng.

Director of Enterprise Asset
Management

Region of Peel

sam.sidawi@peelregion.ca

Questions?

AMONTario
ASSET MANAGEMENT ONTARIO