

City Of Thunder Bay Asset Management Plan



“Like Nailing
Jell-o To a
Wall”

PRESENTED BY
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Background

- ▶ Needed an Asset Management Plan to satisfy O.Reg 588/17
 - ▶ Previous AM reports 2014 and 2016
 - ▶ Council endorsed a full time employee to handle AM
 - ▶ Had no previous experience in AM
- ▶ Our main goal was an AMP that was presented in plain language for everyone
 - ▶ Including Plan, Infographics and Videos for Education

Path Forward for AMP as per O. Reg. 588/17



Set the Bar Low

- ▶ Follow the regulation, core assets only.
- ▶ Linear and large or high value assets only.
- ▶ Follow the previous AMP for an outline and data collection but tailor it to O.Reg 588/17.
- ▶ Focus on creating process and procedures at first, data will come.

Getting Started, now go home

- ▶ Facilitated kickoff meetings
- ▶ Started developing cross corporation workgroups
- ▶ *Identify people and key tasks*
- ▶ *Work from home starts*
- ▶ *Don't know 90% of the people I need to contact*
- ▶ *Don't know the people I don't know*



working from home can
mess with your head

Define what the finish line is

- ▶ What does your AMP look like now, and what do you want it to look like
- ▶ Shop around, look at other cities, companies or countries
- ▶ Do you want a technical report? Easy to read light weight report or a hybrid?
- ▶ Define how much information do you want
- ▶ Remember Set the bar low
 - ▶ Steps forward is better than no steps
 - ▶ “Its Something”



ASSET MANAGEMENT PLAN: PHASE ONE



Future-Ready
Roadmap

CITY OF
Thunder Bay
Superior by Nature

Long Term vs Short Term



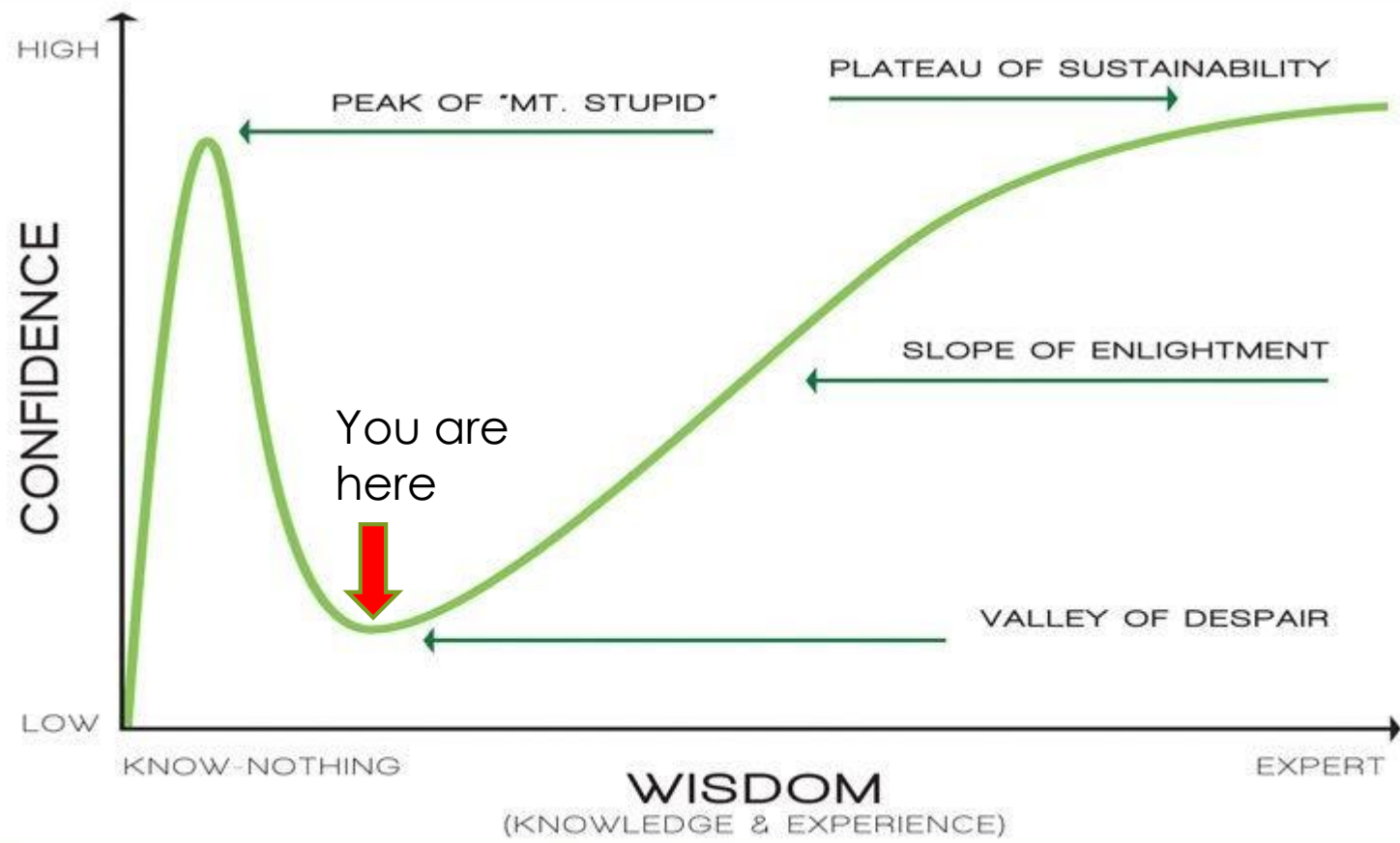
Get it done

- Focus on what is front of your face
- Need to get the first report out
- Identify issues, log them and deal with it
- Non compliance is worse than less robust



Ideal AM world

- One database
- GIS information, photos, mobile inspections
- Everyone knowing what AM is and why its important
- Staff support to AM, or AM team members



Ready
Set
Go

So what do we have?

- ▶ Where is your information held?
 - ▶ Do you have any information?
- ▶ We had numerous databases, Hansen, Ameresco, CityWide, Excel
- ▶ Identify, locate, plan but don't solve
- ▶ Pick one database and stick to it
 - ▶ Clear
 - ▶ Concise
 - ▶ Repeatable



What we picked

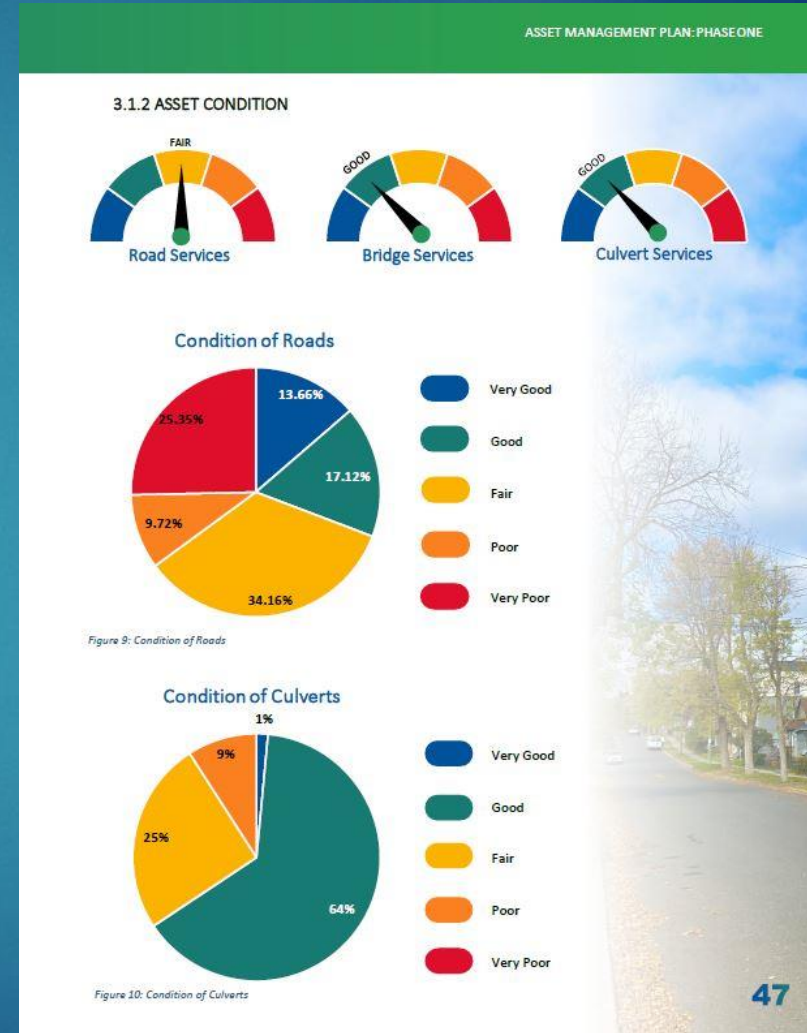
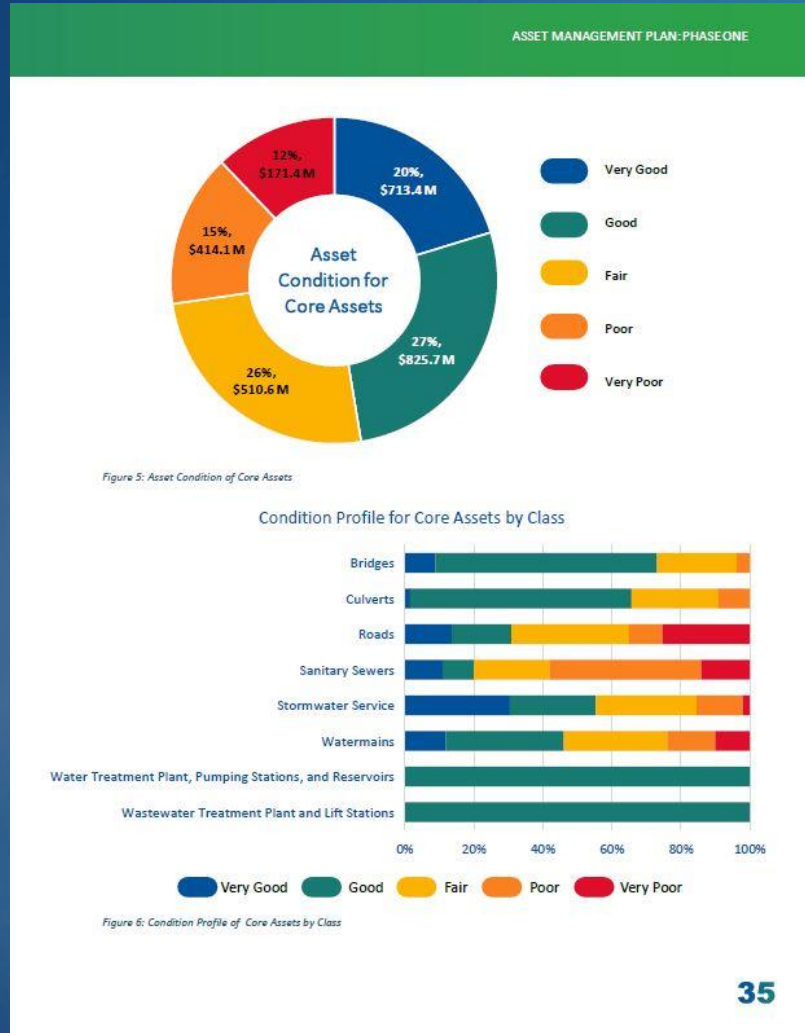
- ▶ We picked CityWide databases
- ▶ Mainly only used by our accounting staff
- ▶ Had cost and inspection information in it
- ▶ Checking the data
 - ▶ Inspections: Correct? Data confidence? Do they need to be update?
 - ▶ Lifecycle: Is the asset age correct? EUL?
- ▶ NEEDS TO BE REPEATABLE

Ranking assets

- ▶ Use a simple and easy to understand method to ranking assets for the general public.
- ▶ At a glance this can provide insight into the current condition of each asset category.

Rating	Letter Grade	Description
5	A	Very Good: Well maintained, new or recently rehabilitated.
4	B	Good: Acceptable, minor deterioration.
3	C	Fair: Deterioration evident, function is affected.
2	D	Poor: Serious deterioration, function is inadequate.
1	F	Very Poor: Advanced deterioration, some assets may be unusable.

Example of condition



How we wanted Asset Management To be introduced



Most staff do not care about Asset Management, let alone the public



Do we want this to be a plan that just get published and dies



Will need to have public feedback on Levels of Service, best to start early and educate



Awareness, Educate, Involvement



So what is the plan? Need to have clear defined approach to public engagement

Creating a Change Management Plan

- ▶ Define how and who we want to engage
- ▶ Are they internal or external? Are they going to be resistant to the message
- ▶ Why should they care, what is going to be our key messaging
- ▶ *Develop a timeline for who and when to engage*
- ▶ *Different for Council, Staff, Public*

Change management is changing

- ▶ We started this process too late.
- ▶ We do not have an approved change management document before our report was completed.
- ▶ This document changed and changed and changed.
- ▶ *Thankfully not super critical before public engagement happens.*



PUBLIC ENGAGEMENT AND EDUCATION

WHAT IS ASSET MANAGEMENT?



Asset management is a **long-term approach** for managing and investing in assets. Decisions related to assets affect the types of services available to our citizens. That is why asset management must occur in a planned manner, that maximizes the value to the community.

\$3.7 BILLION DOLLARS 
Estimated replacement value of all City assets

Many of the City of Thunder Bay's assets are quite old, and are now starting to show their age. As assets age, there are increased costs associated with the upkeep and eventual replacement of these important assets. By investing in maintenance and repair at the right time, asset management **increases the life and reduces the lifecycle cost of assets.**



Asset Management Benefits

-  Promotes Sustainability
-  Is Financially Responsible
-  Preserves Assets & Services
-  Meets Community Needs



Sustainable Services Through Asset Management

Website getinvolvedthunderbay.ca/asset-management
Youtube youtube.com/CityThunderBay

WHAT IS AN ASSET?



The City of Thunder Bay provides a wide range of **services** to the citizens of Thunder Bay such as clean drinking water, transportation systems, recreation opportunities, and emergency services. These services are provided by physical components such as roads, bridges and a water treatment plant. **These physical components are called assets. The City's assets exist to enable the provision of services.**



Valuable

Assets owned by the City of Thunder Bay are usually paid for over time.



Long-Lasting

Most assets are semi-permanent, and have a relatively long life span.



Requires Investment

Maintenance and repair help to prolong the life of the asset.

Assets Enable Services

Assets are necessary to provide the services that offer a high quality of life for our citizens, such as playgrounds and sports fields for recreation, and bike lanes and buses for transportation. They also contribute to the economic health of our community, allowing us to attract new businesses and increase employment. By ensuring that these assets are well maintained, we also reduce our environmental impact, while increasing the day to day safety throughout our community.



Sustainable Services Through Asset Management

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Council Education on the Process

- ▶ Created a visual process to explain the process
- ▶ Allows people to understand at a high level all the steps
- ▶ Education and awareness

STEPS TO DEVELOP THE ASSET MANAGEMENT PLAN



Future-Ready Roadmap

The goal of the Future Ready Roadmap is to provide sustainable services for the citizens of Thunder Bay. A number of components must be in place to realize that goal. This may not happen all at the same time for each asset type. This roadmap outlines the steps that the City of Thunder Bay will take for each asset to develop the Asset Management Plan.

STEP 2

Level of Service

Measurable performance of assets, and the services they provide to the citizens

STEP 3

Community Engagement

Consulting with the citizens of Thunder Bay to determine the present and future service needs

STEP 4

Financial Strategy

Alternatives for funding asset repair and replacement

STEP 1

Inventory

A comprehensive database of the assets owned by the City, their condition and value

STEP 7

Continuous Improvement

STEP 6

Asset Management Plan

STEP 5

Decision Making

The priorities, costs and steps needed to ensure long-term asset and service performance



Future-Ready
Roadmap

Sustainable Services
Through Asset Management

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Start to Create the report



- ▶ Data we need
 - ▶ Complete and accurate asset Data.
 - ▶ Condition assessment.
 - ▶ Lifecycle management.
 - ▶ Level of Service.
- ▶ **Create the report**
 - ▶ **Over and over and over again.**

Know what you want

City of Thunder Bay
Asset Management
Report

2020 O-REG 588/17 COMPLIANT
STEVEN MURPHY

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Asset Management Plan

ENGAGE. PLAN. INVEST. SUSTAIN.



ASSET MANAGEMENT PLAN:
PHASE ONE



Future-Ready
Roadmap

CITY OF
Thunder Bay
Sustainer by Nature

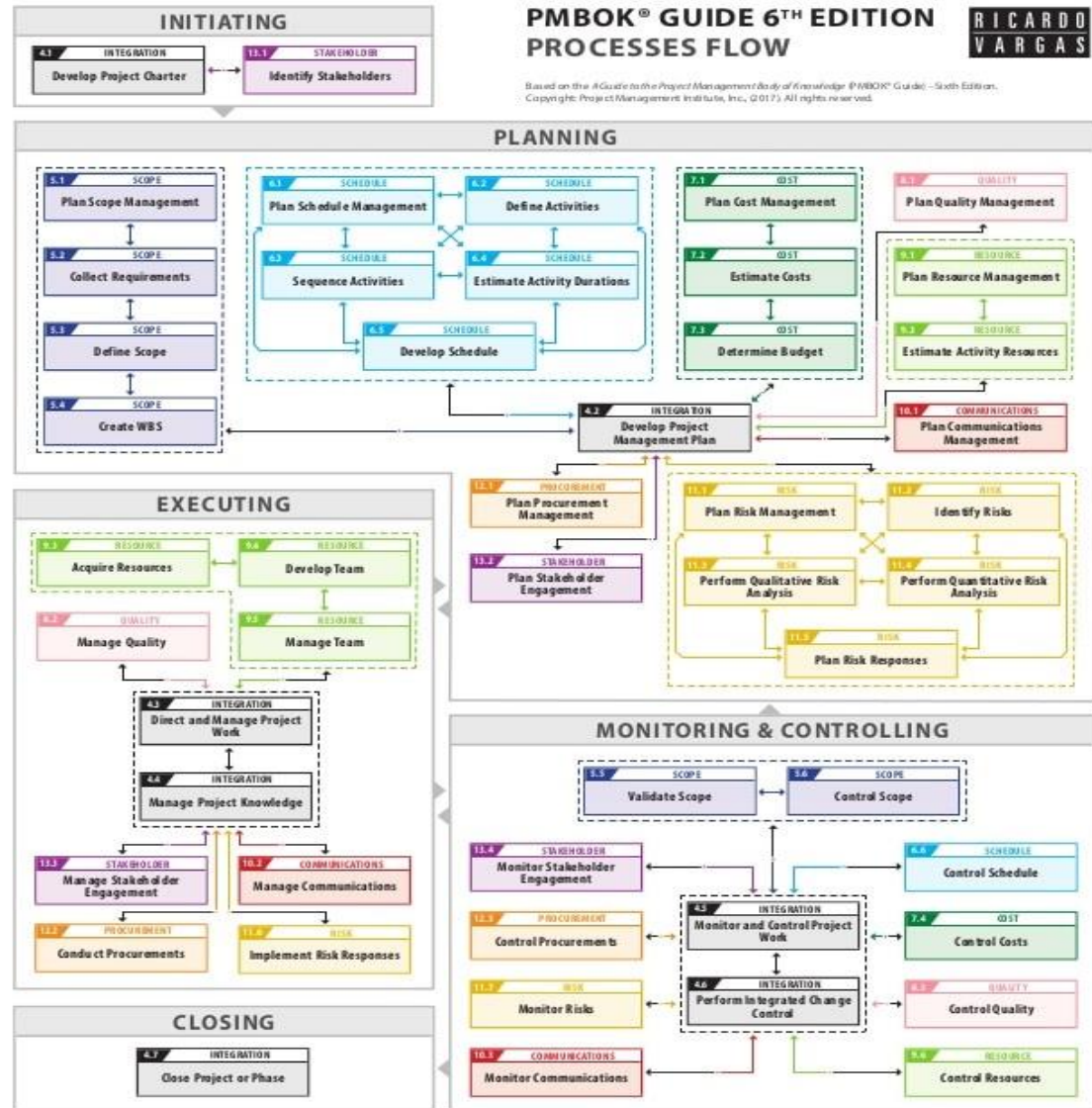
- ▶ We created 16 versions of the report.
- ▶ 5 major layout changes.
- ▶ “I know what I want and I will know what it is when I see it”.
- ▶ Try something see if it sticks.

Too many cooks



- ▶ Took a workgroup approach.
- ▶ Agile management style.
- ▶ Goal was to allow for quick changes, informal iterative process.
- ▶ Allowed too many changes.
- ▶ Hard to track.

How will we change for Phase two



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Document Control



Have clear mission and scope, and stick with it.



Develop and approve the methods and plans you will use for data gathering, evaluation and reporting.



Welcome any changes that come from the process but make sure the change is fully understood and agreed upon. Everyone needs to be on the same page.

Look for money



- Proper Asset Management will save money over time.
- This is going to be a requirement for Ontario municipalities, possibly not eligible for funding in the future without an AMP.
- Use that information to gain resources.
- Look for grants for work, education etc.

Thank You
For The
Opportunity



Questions or Comments?



Presented by Steven Murphy P.Eng, PMP