



YOUR LOCAL ASSET MANAGEMENT COMMUNITY OF PRACTICE IN BC.

Enhancing BC communities through leadership in asset management.

TWENTY SEVENTH EDITION – FALL 2019

Asset Management BC releases updated 'Framework' and 4 Primer Documents

The core document for asset management for BC local governments is '*Asset Management for Sustainable Service Delivery: A BC Framework*'. The framework provides the basis for the entire asset management process for our local governments to follow. Funding agencies, as part of funding applications, request communities to identify where they are within the asset management process using the framework.



While much attention and discussion focus on the Asset Management plan or plans, there is much more to the process than just the plan. In fact, for Council, the implementation strategy and long-term financial plan are

more important documents than the asset management plan itself.

The title of the *Framework* is deliberate and important. The 'function' and responsibility of Municipal Councils and Regional Boards of Directors is *Sustainable Service Delivery*. The process to support decision making is Asset Management.

There are many steps, all of which are important, starting with the people and the team. The framework is designed as wheel as there is a beginning but no end to the process as long as we have local governments and as long as we need assets to provide services. Communicating, monitoring, improving, and reporting continues every year. A long-term goal is to have the asset management strategy updated and presented to Council every year along with the budget and long-term financial plan.

The framework document contains several pages of text to help you understand and deliver each component. A short version outlining the fundamentals of People, Information, Assets, and Finance is also available. This version is written in lay person English and is intended for use by Councils, Boards of Directors and the public.

This year we updated the '*Framework*' and added new supporting content. Climate change and extreme weather events can have a major impact on use, condition and potential replacement of assets. A primer on "*Climate Change and Asset Management*" has been prepared to guide you through this area. Future land use decisions can have a significant impact on sustainable service delivery, asset needs, and consequently short- and long-term financing and costs. A primer entitled "*Land Use Planning and Asset Management*" outlines how to apply these principles and provides reference to tools for your

use. The third subject area is natural assets. The role of natural assets in our communities is not well understood. Significant work has been done on the integration of natural assets into the overall asset management program. We have issued a primer to help you entitled **“Integrating Natural Asset into Asset Management”**. The fourth area is a very important one, operations and maintenance. We have seen Councils repeatedly cut maintenance budgets with the impact of underfunding maintenance affecting performance of the assets. The primer entitled **“The Role of Operations and Maintenance in Asset Management”** will help integrate operations and maintenance considerations for life cycle planning into all asset management components.

A major tool to assist you with asset management is the **“Roadmap for Asset Management”**. The original version was for basic asset management directed mostly at small communities. We are currently revising the Roadmap with the addition of the above mentioned subject areas and extending the text to cover a more comprehensive asset management program. Stayed tuned. This will be issued in the next few months.

Asset Management BC continues to assist you with tools and resources for asset management. All material is on the AM BC website at www.assetmanagementbc.ca. The revised Framework and 4 primers are all in the section headed Framework.

Do you have other challenges or obstacles in your asset management program? Let us know how we can help.

Contact: Wally Wells P. Eng. Executive Director, Asset Management BC.

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Case Study:

Quality of Life - Sustainable Service - Asset Management

Carlo Vijandre, PMP, ASCT, FMP, Manager, Asset Management, Asset Management Division, Capital Regional District

For the first nine years of my life I lived in the Philippines, a tropical place with white sandy beaches, delicious food and lots of welcoming people. I have a lot of good memories, but one that stands out is how difficult clean water was to come by in our community.



Getting our weekly supply of clean water was my job. My brother and I would hitch a trailer to my bicycle, load it with empty water jugs and ride 40 minutes to the water well returning with full containers. After living here in the capital region for almost 20 years it's still a shock to remember. I got sick often and looking back I'm sure it was the water supply. And now, I live in a place where clean water comes with a turn - or sometimes just a wave - at a tap. What comes out is safe to drink, and you even get a choice of hot or cold.

After two decades in Canada I admit that I've started to take things for granted. In addition to clean drinking water, there is waste management, beautiful parks, smooth roads, robust education, accessible health care and arts, culture and recreational services abound.

Today I'm the Manager for Asset Management for the Capital Regional District (CRD) serving 13 municipalities and three electoral areas in Greater Victoria on Vancouver Island. At the CRD, we believe that through asset management, we can sustain the delivery of our services to maintain and advance the quality of life in our region. Inspired by the idea of Abraham Maslow's hierarchy of human needs I've come to think that many of the services delivered by the CRD have a powerful impact on helping individuals and communities reach their full potential.

The CRD was incorporated in 1966 to provide regional decision-making on issues that transcend municipal boundaries and to enable more effective service delivery to residents regionally, sub-regionally and locally. As a local government for electoral areas, the CRD develops partnerships to facilitate and deliver projects and services

to ensure a sustainable, livable and vibrant capital region. The CRD plays a key role in providing services that can be delivered efficiently and effectively through region-wide or shared service delivery models.

The CRD has more than 200 services, infrastructure and financing agreements with local municipalities and electoral areas. They include the provision of drinking water and watershed management, management of storm and wastewater, solid waste and recycling, and capital and operational support of parks, libraries, arts and culture, and recreation. To accomplish this, the CRD owns a vast amount of assets, both engineered, such as water treatment plants, and natural, such as parks. These assets are managed by a workforce of approximately 1,100 employees and a network of more than 1,700 registered volunteers.

I work with a team dedicated to the goal of ensuring that our service delivery model is sustainable. We achieve this through continually improving our asset management practices. Our team strives to be uniform and consistent in its focus on the development of our asset management frameworks, process, procedures, templates and training programs. Support from leadership is a key factor for a successful asset management improvement initiative and our asset management policy and strategy is endorsed by our Executive Leadership Team and Board of Directors. From this leading point, service delivery managers can implement these policies in delivering their services to our communities.

In every improvement initiative, we believe that in order to be successful, goals must be set, and key performance indicators must be established to measure progress and enable adjustments when needed. This started with changing the title of our plan from “Asset Management Plan” to “Sustainable Service Delivery Plan”. The title tells us what will be achieved: to be sustainable in delivering our services by balancing our cost, risk, and performance to an agreed upon level of service.

We are also committed to fostering a local community of practice with other local governments. We believe that sharing knowledge and techniques freely and openly is the pathway to an overall sustainability of asset management practice. Although we are in the beginning stages of our journey, we are focused. We have a strategic roadmap and a dedicated team striving to achieve our goals.

My personal journey has been an exciting one. I look forward to fulfilling the vision of sustainable service delivery. In the meantime, I will enjoy the moments of

seeing my kids ride their bikes on bike parks doing tricks, having fun and sometimes, magically, waving their hand to make clean drinking water appear whenever they get thirsty.



“My kids enjoying their ride at the [North Saanich Freeride Park](#)”

To learn more about the CRD, the services we provide, and read about our asset management strategy, please visit us at crd.bc.ca.

A Case Study: District of West Vancouver Carries Out Natural Capital Asset Inventory

*Isabel Gordon, Director of Financial Services,
District of West Vancouver*

What is Natural Capital?

The concepts of natural capital, and of services provided by natural capital, are just beginning to emerge as key considerations in municipal asset management. Inspired by the pioneering work done in the Town of Gibsons, West Vancouver is one of the first municipalities in Canada to begin compiling an inventory of our natural assets.



The District’s natural capital inventory begins the process of identifying the stock of natural capital assets in the District and giving a value to the ecosystem services it provides, so that its contribution can be more fully considered in the provision of municipal services.

In West Vancouver, this involved assembling and systematizing the information we already had on aquifers and watercourses, tree canopy, parkland, and the

foreshore, and then placing a value on these services. Amazingly enough, our valuation shows that these services may be worth as much as \$3.2 billion (see Table 8), which would be our cost to replace them, if we could even do so.

Natural capital embodies the idea that, just as constructed assets have value, require maintenance, and need to be carefully considered when any changes take place, so too natural assets have value and need to be considered, maintained, and, most importantly, not impaired without good reason. This idea comes from the realization that many of the services we rely on are provided by nature and cannot be replicated by human-created systems or structures or can be replicated only at great cost. These ecosystem services, such as storm drainage management, flood control, erosion prevention, carbon sequestration and storage, air filtration, temperature moderation, and many others, all provided by natural assets, are disregarded at our peril.

On the other hand, if we understand, account for, value, and work with these natural assets, they can provide tremendous benefits. Natural assets frequently provide better services, at lower cost, and over longer periods than constructed assets. They often have little or no replacement cost, and may even appreciate, rather than depreciate, over time. Their maintenance costs can be lower, and they can provide aesthetic as well as service benefits.

This work aims to get consideration of natural capital and ecosystem services “into the mix” when decisions are made about how services shall be provided. However, it is



not a justification for preserving everything natural in preference to anything constructed.

As long as municipalities exist, they will be providing many municipal services using constructed structures, just as municipal residents will be living in constructed houses. The point is to make these constructed structures more compatible with the natural world, taking advantage of natural services as much as possible, and disturbing them as little as possible.

The next generation of infrastructure must be attuned to the realities of the 21st century and make use of all of the best available strategies. That is why it’s critical for decision makers to systematically consider the role of natural systems and, where appropriate, integrate green, blue, and grey infrastructure.

While incorporating green infrastructure will not make sense in every project, it’s important to rely on facts rather than myths in making water management, forest and

Table 8 Summary of Natural Capital Asset Values

Natural capital asset class	All monetary amounts in \$1,000s Canadian (2019)			
	Low estimate annual service	High estimate annual service	Low estimate asset	High estimate asset
Upper forest	\$13,167	\$37,197	\$438,885	\$1,239,911
Urban forest	\$6,442	\$18,200	\$214,737	\$606,662
Total waterways (including riparian buffer)	\$2,644	\$17,218	\$88,128	\$573,935
Total foreshore	\$4,837	\$16,487	\$161,234	\$549,589
Total grasslands	\$487	\$487	\$16,237	\$16,237
Total carbon storage – forest, soils	n/a	n/a	\$228,842	\$228,842
	\$27,577	\$89,589	\$1,148,063	\$3,215,176

Source: West Vancouver’s Natural Capital Assets; A Preliminary Inventory, Solstice Sustainability Works Inc., July 17, 2019

foreshore preservation, and development decisions, and resist the temptation to default to the 'known way' of doing things.

Some Cautions to Keep in Mind

- The valuations used in the District's inventory are in no way indicative of prices, for which natural capital could be bought and dispensed with if sufficient money was paid. Again, natural capital is a system, which, up until now, has been considered piecemeal, if at all. It is this disconnected mode of thinking that has led to the undervaluing of natural capital up to now.
- Natural capital is not constrained by municipal boundaries, but is shared across boundaries with many neighbours, including other municipalities, First Nations, the Province, and even across national boundaries. Therefore, the District's natural capital decisions need to consider north shore, regional, and worldwide issues as well as the needs of the District.
- Natural features do not exist in isolation, in fact, the whole point of this work is that nature is a functioning system, whose parts all interact. Connectivity of habitat, proximity of trees to create tree canopy, and other connections between eco-system features are very important but have not been valued in this preliminary first survey.
- Although consideration of natural capital is one of a number of factors to be taken into account in decision making, in certain decisions it may not necessarily be the most important factor. An example could be the Community Wildfire Protection Plan, where recommendations to remove trees to create fire breaks may have to be made, in order to protect the community from devastating fire spread. Climate change will no doubt bring more choices like this one to the fore, and this may make natural capital issues even more challenging.
- There is no question that increasing development pressure will create conflicts of use, which will make an understanding of the contribution of natural assets more crucial. Finding a more creative and inclusive way to interact with natural features, valuing their contribution to our health, welfare and quality of life, should be a part of every development decision. We must do more

to ensure that natural asset considerations are moved to the forefront, and not allowed to be swept aside in the rush to complete development projects. West Vancouver is already working hard to concentrate development and preserve natural features in the forest, on the foreshore, and along watercourses. Placing value on these assets will enhance this work.

Next Steps

The high-level inventory is a first step in thinking about West Vancouver's natural capital assets. Only a few ecosystem services have been valued for each asset class, so we consider the valuations to be a low estimate. Even so, the inventory gives us a sense of how valuable some of those assets could be over the District's planning horizon.

Next steps for the District:

- Test and refine the inventory through engagement with subject matter experts.
- Monitor the developing field of natural capital asset valuation and update values as new data and best practices emerge.
- Drill down in the asset classes to develop a more granular inventory.
- Introduce identifiable assets into the District's asset management program where they can be monitored to the same standard as other assets.
- Consider natural assets in the capital budgeting process.
- To the extent that public accounting standards permit, incorporate natural capital assets into the District's financial reporting.

For a copy of the inventory itself, and the technical appendix explaining how the valuations were computed, please contact ivgordon@westvancouver.ca.

AM BC Conference: Sustainable Service Survival Kit

You work hard to manage your assets and infrastructure, so you can provide reliable, quality and cost-effective services for your community now and into the future.

But it's hard when people don't understand what you are doing, or why it matters - especially when it comes to getting your Board or Council to make tough and

sometimes unpopular decisions to fund critical assets and services or raise taxes to do so.

That's why we're working to create a common set of communication tools and resources to help you inform and engage your citizens, staff, Council or Board about the need to maintain our assets, so we can deliver those services.

Following a fall 2018 UBCM resolution, AM BC has been tasked with creating a common message and communications approach that we can use province-wide to spread the word about asset management for sustainable service delivery. Since then we've had a team of asset management 'junkies' on the case.



That's where you come in. We need your help, so we can help you!

Help Us Help You: Let's create the survival kit together.

What do you need?

At the upcoming 4th annual Asset Management Conference, November 6 & 7, 2019 at the Radisson Vancouver Airport Hotel, we want to hear from you. Help us create a BC toolkit of communication resources so you can increase awareness and support for your efforts.

We're hosting a special communications table talk workshop led by facilitators Jan Enns and Christina Benty to find out what you need to help you better communicate with your Councils/Board, staff, and citizens.

In small groups, share what's working well and what's giving you grief. After reporting out and summarizing the issues, we'll break into discussion groups again to identify possible solutions to improve how we can increase awareness and ultimately the support necessary to sustain the services our communities rely on. Then you'll help pick some of your favourite ideas for our Sustainable Service Survival Kit of communication resources.

This is your opportunity to discuss your communication issues and help define the answers. So, be there!

Conference registration is now open at CivicInfoBC (www.civicinfo.bc.ca) under events. Hotel information is provided in the event listing. See you there!



Sustainable Service Delivery in a Changing Climate: A Moment of Reckoning!

*Kim Stephens, Executive Director,
Partnership for Water Sustainability in BC*

Context

Throughout BC today, there are many "elders in action" still doing good work, applying a lifetime of experience and passion to tackle local, regional and provincial matters. Now is the time to learn from their efforts and what it means to be knowledgeable, giving one's time for the common good, working on solutions, and getting results. Elders in action are beacons of hope.

This article builds on the inter-generational article co-authored by the writer for the AM BC Summer newsletter and complements the follow-up article (also published in this newsletter) which highlights a Millennial perspective. Originally prepared for publication as a newspaper Op-Ed, the focus of this expanded article is on how elders are leading by example to bridge a demographic gap until Generations X, Y, and Z take the inter-generational baton.

The article connects four dots: *The Doomsday Clock* – the threat; *Adapt to a Changing Climate* – the challenge; *Improve Where We Live* – the vision; and, *Asset Management for Sustainable Service Delivery: A BC Framework* – an expectation.

Greenland's glaciers are melting; the Amazon forest is on fire. At a moment in history when the phrase "climate emergency" is top of mind for many and given that there is no easy or quick fix, the article reminds us that history repeats itself. Or, as the French writer Jean-Baptiste Alphonse Karr wrote in 1848, "the more things change, the more they are the same".

So, what can the **Asset Management BC** audience do from a sustainable service delivery perspective - and how quickly can the process be set in motion - to successfully tackle the challenges for the built environment caused by the accelerating rate of climate change, and thus **improve where we live**?

When reading this article, two questions for the reader to ponder are: Is it fair and reasonable to characterize professional practice in the current era as being defined by "more technology, less understanding"? Also, is it a valid observation that institutional knowledge, experience and wisdom built-up over decades are typically not being

passed on? Reflect on the questions in this context:

As the job market has shifted over the past several decades, the new norm is job-hopping. Rather than staying at a position or an institution for the long-term, and in so doing acquire in-depth expertise that is foundational to informed decision-making, job hoppers tend to change jobs frequently. A consequence is that “they don’t know what they don’t know”.

The writer hopes that those readers who are part of Generations X, Y, and Z would seek out opportunities for inter-generational inspiration and learning. In short, take the baton offered by those who can help you make a difference to improve where you live in British Columbia!

The message herein is a straightforward one: *Learn from the experience of elders. Build on it. Don’t reinvent the wheel. Get the wheel rolling!*

“Without our elder volunteers this province would fall into the sea. Every one of our communities counts on an army of elder volunteers to deliver the services we all rely on. Whether it is environmental stewardship, equality and social justice, peer care or other integral sectors of community wellbeing, our elders apply their energy and experience to the tasks at hand,” states Paul Chapman, Executive Director, Nanaimo & Area Land Trust.

Learn from History

Viewed in a global context, the 2010s are a “dark decade” – climate emergency, Donald Trump, an amoral collection of world leaders..... the Doomsday Clock is currently set at 2 minutes to midnight – matching 1953. Yet there is hope. Remember, understand, and learn from history.

The 1960s, also a dark decade, was followed by the “decade of the environment”. That is when many of us came of age. We were hopeful about the future. We believed that we could make the world a better place. We dedicated our professional lives to that vision.

Today we are elders. Our mission continues.

Fifty years ago, in 1969, three transformational moments occurred in rapid succession: Ian McHarg published his legendary book “Design with Nature” (April); the Cuyahoga River in Ohio caught fire (June); and Neil

Armstrong landed on the moon (July). For many of my generation, these served as calls to action to improve where we live. Immediately, governments mobilized in response to public demand.

The 1969 Cuyahoga River fire was quickly extinguished, but it sparked public outrage and prompted political action that led to the creation of the US Environmental Protection Agency the following year. In April 1970, the first Earth Day was held. 1971 saw the creation of Environment Canada. The “decade of the environment” was well and truly launched. The world seemed on its way to becoming a better place.

In 2019, will the record rate of melting of Greenland’s glaciers at the same time as the Amazon forest is burning be the “Cuyahoga River moment” for Generations X, Y, and Z?

Elders in Action – Three Examples

A half-century ago, society was galvanized by a daunting challenge. Learn from elders how to do it again. The goal in celebrating three examples of “the hard work of hope” is to open the eyes and minds of up and coming generations of asset management practitioners. A desired outcome is that Generations X, Y, and Z would take the intergenerational baton and dedicate their careers to making the world a better place.

“Engagement of community through stewardship is a credible formula to be encouraged and mainstreamed at every opportunity. Collaboration, teamwork and a recognition that the whole is greater than the sum of its parts is the energy that stokes creativity and determination. When this combination of citizen talent is aligned with a local government that is both visionary and focused, outstanding achievements are not only possible, but realistic,” states Eric Bonham, retired Director, Ministry of Municipal Affairs.

Local governments are implementers. This means they can be change leaders. They can integrate climate adaptation into the activities and actions of engineered and natural asset management – or flipping it around, integrate asset management into the activities and actions of climate adaptation. Local government partnerships with the stewardship sector have the potential to be transformational to ‘improve where we live’.

With the foregoing in mind, three examples of “elders in action” are described as follows. All have relevance to asset management. They underscore why knowledge, experience and wisdom built-up over time are invaluable

in first understanding what needs to be done, and then, how to get it done. When time is of the essence to change our practices, society no longer has the luxury of taking decades to re-invent the wheel.

Lions Gate Treatment Plant, Metro Vancouver:

Motivated by a shared vision that “the future is here, NOW” for restoration of the aquatic environment in Burrard Inlet, three engineers with distinguished careers have been passionate and relentless in collaborating as an interdisciplinary team to convince the Metro Vancouver Regional District to re-think the treatment components for the new Lions Gate Treatment Plant.

Glen Parker (industry) had worked around the world on petroleum industry projects before retiring to become an activist streamkeeper. Dr. Don Mavinic (academia) is an internationally recognized expert in sewage treatment. Dr. Ken Ashley (government) is also internationally recognized, his expertise is in aquatic ecology.

The decision to build a treatment plant has life-cycle implications that are multi-generational in terms of environmental outcomes – for example, the existing Lions Gate facility has been in service for 58 years. Drawing on their unique combination of expertise, these three elders focussed political attention on the need to be visionary and dare to be bold in going beyond what is currently minimum standard of practice.

In 2013, new federal regulations spelled out secondary treatment as the minimum standard required for the new Lions Gate facility. Not good enough, said the three elders. “Recent studies have shown harmful chemicals and pharmaceuticals present in local waters and in juvenile salmon. How stupid would it be to build a \$778 million plant and have it out of date before it even opened,” questions Ken Ashley.

“A months long construction shutdown opened the door to the re-think,” says Glen Parker. “The Federal Government has embraced the vision and is signalling that they will share the cost of adding tertiary treatment. Cleaner water is good for fish and whales!”

“If tertiary treatment is used, the pipes into the ocean used to dilute the sewage could be eliminated; and the cleaned water could be used to re-establish estuary habitat. It is not right that we take water from our streams, pollute it, and bypass the estuaries so we can use the ocean to dilute the pollutants.

“By making presentations to community groups and business leaders, we have experienced how public and

political sentiments can be shifted. Without political support, nothing happens. Many elected representatives seem to operate on the model that anything that gets them votes is by definition ‘right’. This may work for short term issues, but longer-term issues need a different model, or efforts of ‘elders’ to make the wind blow in the ‘right’ direction.”

“Now, there is no looking back.... ‘elders power, combining mind and action’,” concludes Don Mavinic.

Methodology for Valuation of Nature’s Assets:

A second example of elders in action is Tim Pringle and his breakthroughs in pioneering the Ecological Accounting Process (EAP), an initiative to reconnect hydrology and ecology in local creeksheds. Tim Pringle was the inaugural winner of the B.C. Land Champion Award in 2010.

EAP constitutes a “package of innovation” in terms of its philosophy, strategy and deliverables. The focus is on the local government context where practitioners are concerned about practical realities of managing use and conservation of land and ecological services.

Tim Pringle developed the parallel concepts of the “natural commons” (stream corridors and other natural systems) and the “constructed commons” (roads, utilities, schools) as a way for residents, elected persons, and practitioners to understand that ecological services deserve equal consideration when developing municipal asset management strategies.

The natural commons and constructed commons are core local government services essential to social, economic and environmental well-being. This is a foundational principle for a fully integrated approach to asset management that truly aspires to achieve “sustainable service delivery”.

“Traditionally land development is implemented under criteria set out in local government bylaws and other legislation. So-called proven practices of development follow a usual sequence: the community plan, zoning, institutional uses, parks and public spaces, and infrastructure including roads and drainage. This traditional approach does not appreciate hydrology and the streams it supports as systems. EAP addresses this specific deficiency,” explains Tim Pringle.

“EAP provides metrics that enable communities to appreciate the worth of natural assets. A valuation of the land underlying the stream system is based on parcel information supplied by BC Assessment Authority. The EAP methodology can be employed by any local

government to determine worth and value of local streams and their ecological services.”

“An EAP success story is the Town of Comox. The Town modified its land planning decision process for a Draft Neighbourhood Concept Plan when staff recognized that ecological services are not just an add-on. They are, in fact, core municipal services.”

Mitigating a Catastrophic Rockslide on the Seymour River, North Vancouver:

A third example is the Seymour River rockslide in North Vancouver that occurred in December 2014. 80,000 tons of rock slipped off the west bank, reshaped the river and created a barrier to fish passage. Shaun Hollingsworth, chair of the Seymour Salmonid Society, coordinated the response to save the naturally occurring salmon runs in the Seymour.

“After the slide there was a lot of ‘what should we do’, ‘we are not the lead on this issue’, ‘we need more information from so and so’, etc. What Shaun did was corral all the stakeholders in the form of a round table and sort out the issues, the information needed, and a path to a decision. He is an old dog who had worked with all the groups on other issues over the years. He was able to bring them all together,” explains Glen Parker, also a Salmonid Society Director.

“Thanks to the influence of both Shaun Hollingsworth and Ken Ashley, I now include ‘fish’ as a resource, in my holistic approach to modern liquid waste management,” adds Don Mavinic.

A key message is that the networks that elders have in the community can bring groups together quickly in an emergency. The actions of the Salmonid Society saved the naturally-occurring salmon runs in the river. It was hard work, but folks from all walks of life pitched in to make it happen.

This past July, a ceremony was held to celebrate “the achievements of a colossal combined effort aimed at saving a river’s natural fish stocks and assuring the sustainability of this local ecosystem for generations to come”, stated Jonathan Wilkinson, Canada’s Minister of the Department of Fisheries and Oceans.

“The Seymour Salmonid Society is one of many amazing community organizations, operating with a largely volunteer base and managing on a very small annual budget. Just as Streamkeepers and dozens of local hatchery organizations across the province, the Society does remarkable work to maintain and enhance the

natural state of the river and to operate an important hatchery facility.”

Call to Action: It is 2 Minutes to Midnight



‘Asset Management for Sustainable Service Delivery: A BC Framework’ is a game-changer. It sets a strategic direction for local government service delivery. It refocuses business processes on how physical and natural assets are used to deliver services, and support outcomes that reduce life-cycle costs and address risks.

Sustainable service delivery by local government occurs alongside associated evolution in community thinking. By managing the built and natural environments as integrated systems and taking into account how the natural commons and constructed commons provide core services, local governments would incrementally move towards a water-resilient future as an outcome.

Elders are leading by example to bridge a demographic gap until Generations X, Y, and Z take the baton. Learn from our experience. Build on it. Don’t reinvent the wheel. Get the wheel rolling. Time is of the essence. It is 2 minutes to midnight. The future is here, NOW.



New Tools to Help You Integrate Natural Assets into Core Asset Management Processes

*Roy Brooke, Executive Director,
Municipal Natural Assets Initiative*

As our climate continues to change and increasing populations put greater pressure on municipal infrastructure, local governments are turning more and

more to nature to help them continue delivering core municipal services.

Managing natural assets isn't a new concept, but what *is* still relatively new but quickly gaining traction is how to plan, budget for, and strategically manage what nature is already providing us, as part of a core municipal asset management process.

The Municipal Natural Assets Initiative (MNAI) published five research reports between 2017-2019 to help local governments adopt the natural asset approach. Most recently, they also summarized several of their most popular reports. This easy-to-access information will help asset managers define and scope natural assets, advance it through financial planning and reporting, look for funding opportunities, and more. The summaries, as well as the full reports and sources, are available for download here: <https://mnai.ca/decision-maker-summaries/>.

How did we get here?

Leading local governments are realizing they can't rely on engineered infrastructure alone to deliver core municipal services. So, a few years ago when the Town of Gibsons, BC developed an approach to managing their assets and infrastructure that no other local government had considered before, local governments took notice.

What Gibsons did was recognize **natural assets** – such as their existing aquifers, streams and forests – as infrastructure assets, and placed them into budgets and traditional management plans alongside **engineered assets**. This holistic approach enabled the Town to strategically and cost-effectively work with nature to continue providing essential services to their citizens.

From this pioneering work, the Municipal Natural Assets Initiative (MNAI) emerged in 2015 to scale up this approach nationally - again, using standard asset management approaches that local governments must adopt anyway. To-date, MNAI has embarked on 11 community-level natural asset management projects, Canada's first watershed project-level natural asset management project to help communities continue accessing clean and safe drinking water and is now poised to launch a second watershed initiative in Ontario's Greenbelt.

MNAI's work since 2015 has already demonstrated that:

- Natural assets can provide the same level of service as engineered infrastructure. For example, healthy forests and wetlands can manage stormwater and reduce flooding.
- The value of natural assets increases under scenarios of climate change and intensified development.
- Natural asset solutions can be readily and effectively integrated into asset management.
- Natural assets often have near-zero capital costs, lower operating costs and the ability to appreciate in value over time.
- By recognizing natural assets and the services they provide, municipalities can reduce risk.

MNAI teams up with municipalities to develop resilient, long-term infrastructure alternatives at substantial savings. MNAI employs practical strategies to support and guide local governments in identifying, valuing and accounting for natural assets in their financial planning and asset management programs, and developing leading-edge, sustainable and climate-resilient infrastructure.

Local governments are finding they can integrate natural assets with engineered infrastructure to continue providing critical core services – all while maintaining and even improving the liveability of its communities for generations to come.

MNAI is looking forward to participating in the Asset Management BC conference in November. In the meantime, for more information, to sign up for updates, or to discuss support for your community's natural asset management journey, visit mnai.ca. Making nature count.

CNAM 2020 in St. John's, Newfoundland!

Start planning for 2020 ... because Asset Management Rocks!

With the practice of infrastructure asset management thriving across Canada, we'll be building on the rock-solid footing of our profession at the 14th annual Canadian



Asset Management
**ROCK
SOLID!**

CNAM Conference 2020
St. John's, Newfoundland
May 11-14



Network of Asset Managers conference and tradeshow in St. John's, Newfoundland on [May 11-14, 2020](#).

We invite you to join your friends and colleagues in one of the oldest cities in North America to experience the natural wonders and long history of St. John's – a city where the people are as colourful and quirky as the houses that line the port city streets.

St. John's is also where we will continue our national conversations on best practices to address the financial, environmental, and societal challenges of managing community growth and development while also maintaining and operating existing municipal assets and infrastructure.

With a strong base of practitioners across the country who are literally "rocking it", the annual CNAM conference and tradeshow will continue to explore and celebrate asset management excellence through leading edge professional development, idea sharing, workshops, and many fun networking opportunities with your peers and new players in government, academia and industry.

[See you in St. John's !](#)

AM BC to Host their 4th Annual Conference

Conference Dates: November 6 & 7, 2019

Conference Location: Radisson Vancouver Airport Hotel

Our 4th annual Asset Management BC Conference is on the way. Conference planning is well along. Our keynote speakers are selected, the program is almost complete, and you will have several opportunities to participate - not just listen. Socially we again will have our 'networking' reception for your opportunity to meet new people and reacquaint with those you know.

The conference theme this year is:

"Innovate, Communicate and Celebrate – A Culture of Continuous Improvement"

Our Keynote speakers are:

Allen Mapstone:

NAMS Canada. Allen is from Australia and for the last several years has spent half his time in Canada.

Allen is a prior municipal engineer and is the Director of Strategic Asset Management for IPWEA and NAMS Canada. Allen is the principal trainer for both the NAMS.PLUS three-

day training workshop and the Professional Certificate Asset Management online course. He has significant experience in addressing level of service, a concept that sounds so easy. We know it is not. Allen will focus on level of service but also put asset management in the context of its contribution to sustainable service delivery.

Tom Barnes:

Tom is president of the Municipal Insurance Association of BC (MIABC), a partner organization of Asset Management BC. As both service and insurance (liability) involve Risk, there are common goals in achieving sustainable service delivery through the asset management process.

Tom will interpret the MIABC's claims data from the last 10 years. He will explore how this data emphasizes key Asset Management principles and will describe a selection of the MIABC's "war stories" that demonstrate the importance of these principles. Attendees can expect to come away from this session with a practical understanding of the additional reasons that Asset Management is crucial for developing vibrant, healthy communities.

Conference registration is open at www.civinfo.bc.ca under events.

Hotel reservations can be made now at the Radisson Vancouver Airport Hotel. Use the code "Asset Management BC Conference" for a special rate of \$169 per night. Here is a **direct link to the conference program**:

<https://www.assetmanagementbc.ca/2019-asset-management-bc-annual-conference/>

Upcoming Events

Union of British Columbia Municipalities (UBCM)

September 23 - 27, 2019

Annual Conference and Trade Show

Vancouver Convention Centre
Vancouver, BC

www.ubcm.ca

Infrastructure Asset Management Alberta

October 9, 2019

One day Workshop

Airdrie, Alberta

www.assetmanagementab.ca



Asset Management BC

November 6 -7, 2019

Annual Asset Management Conference
 Radisson Vancouver Airport Hotel
 Vancouver (Richmond), BC
www.assetmanagementbc.ca

Municipal Insurance Association of BC

April 7 – 9, 2020

Annual Conference
 JW Marriott Parq Hotel
 Vancouver, BC
www.miabc.org

BC Water and Waste Association

April 26 – 28, 2020

48th Annual Conference and Trade Show
 Penticton Trade & Convention Centre
 Penticton, BC
www.bcwwa.org

Canadian Network of Asset Managers

May 11 – 14, 2020

14th Annual Networking Conference and Workshops
 ST. John's, Newfoundland
www.cnam.ca

Recreational Facilities Association of BC

May 11 – 14, 2020

Annual conference
 Tigh-Na-Mara Resort
 Parksville, BC
www.rfabc.com

Government Finance Officer Association of BC

June 3 - 4, 2020

Annual Conference and Trade Show
 Coast Kamloops Hotel and Conference Centre
 Kamloops, BC
www.gfoabc.ca

Federation of Canadian Municipalities

June 4 -7, 2020

Annual Conference and Trade Show
 Toronto, ON
www.fcm.ca

Local Government Management Association

June 9 – 11, 2020

Delta Grand Hotel and Conference Centre
 Kelowna, BC
www.lgma.ca

Canadian Water Summit11th annual water summit

June 2020
 Ottawa, ON.

www.watersummit.ca**Federation of Canadian Municipalities**

October 20 - 22, 2020

Sustainable Communities Conference
 St. John's, Newfoundland
www.fcm.ca

Editor: Bernadette O'Connor



WSP

Victoria, British Columbia

Ph. 250 896 4136

Email: berndette.oconnor@wsp.com**Subscribe to Newsletter**

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