



ASSET MANAGEMENT STRATEGY



Approved by Council – February 22nd 2022
Review Date – February 2026

EXECUTIVE SUMMARY

BACKGROUND – The Asset Management Strategy provides an overview of asset management, its principles and expected benefits from adopting Asset Management.

RISKS CRUCIAL TO COUNCIL’S OPERATIONS – The overall purpose of the Asset Management strategy is to understand the cause, effect and likelihood of adverse events occurring, to manage such risks to an acceptable level and to provide an audit trail for the management of risks.

ASSET MANAGEMENT CAPABILITY – An Asset Management Strategy is a high level but very important document that guides the overall asset management activities within an organization. Being a strategy, it is meant to explore long-term issues and ensure the overall plan is limited to key “strategic” issues of the municipality.

STRATEGY OUTLOOK – As an Asset Management strategy should be a strategy for identifying and implementing a more cost – effective way of providing and maintaining Assets and a way to make the Village of Marengo a better place to live.

ASSET MANAGEMENT IMPLEMENTATION – The Asset Management strategy is to be implemented after consultation between Council and administrative staff, ensuring that an appropriate level of service is provided for the ratepayers of the Village of Marengo.

INTRODUCTION

The Village of Marengo is already performing a form of asset management: we operate our assets, fix them when they break and try to plan for future maintenance needs. This, however, is a reactive approach to asset management rather than a proactive approach.

Asset Management helps bring together people and skills across the organization to solve service and infrastructure problems: engineers, planners, administration and elected officials.

The Government of Canada has provided the Gas Tax Fund as a means of helping communities with the infrastructure challenges that they face. They realize the infrastructure challenges that this nation faces. The Government of Saskatchewan has made it mandatory that municipalities in Saskatchewan adopt an Asset Management Policy and Strategy by June 30, 2018. Those municipalities who do not comply risk losing their Gas Tax funding.

The Village of Marengo must first adopt an Asset Management Policy, and then develop an Asset Management Strategy. From these two documents, the Asset Management Plan is formed, and lastly the planning culminates in a Long-Term Financial Plan.

WHAT ASSETS DO WE HAVE?

The Village of Marengo has key asset networks such as:

- Transportation Network, including graveled roads, paved roads, sidewalks, culverts and signs
- Water Network, including water treatment plant, water mains, water meters, water supply wells, and reservoir
- Sewer Network including sewer mains and lagoon
- Machinery and Equipment Assets
- Building Assets
- Land

Other assets and service areas of the Village include:

- Employees
- Technology equipment

COUNCIL'S ASSETS AND THEIR MANAGEMENT

As our community has grown, there has been an increased demand for better roads and asset infrastructure. Balancing community expectations with the risk of aging infrastructure and potential service disruption along with limited funding available to municipalities requires us to be diligent in taking action to make our communities more sustainable and resilient. The Village of Marengo assets mainly include water, sewer and transportation services. These services are provided through our municipal roads, water and sewer infrastructure, machinery and equipment, and buildings. Grid surfaces are constructed and maintained to provide for travel and access to and from Village residences, commercial developments. Projects are considered during the budget process with attention given to factors such as infrastructure concerns, and complaints, repairs required on infrastructure or equipment and availability of conditional provincial grants. Water and sewer infrastructure repairs and maintenance are considered when the infrastructure is in need of repair or replacement. Machinery and equipment are updated from time to time based on factors including condition, remaining warranty and cost of replacement. Buildings are maintained and occasionally renewed with consideration to factors including capacity to accommodate existing employees and equipment, and safety of work environment as set by legislation (i.e. Occupational Health and Safety Regulations, 1996).

WHERE DO WE WANT TO BE? COUNCIL'S MISSION, GOALS & OBJECTIVES

The Village of Marengo's goal is to meet the defined level of service (as amended from time to time) in the most cost-effective manner for present and future ratepayers.

Objectives are:

- To take a lifecycle approach to maintain the Village of Marengo's assets to agreed levels of service at the lowest cost possible for each year of useful life.
- To manage the impact of growth through demand management and infrastructure investment
- To monitor performance by including technologies that may give the right answer to asset management concerns or even to compel change
- To identify, assess and appropriately control risks.
- To provide a linkage to a long-term financial plan which identifies required, affordable expenditures and outlining how it will be allocated.

HOW ARE WE GOING TO DO IT? ASSET MANAGEMENT ACTIVITIES

Year One (2019)

- Define Level of Service
- Develop an Asset Management Policy & Strategy
- Add the current condition & desired condition of assets to the Asset Register
- Begin developing individual Asset Management Plans per major class

Year Two (2020)

- Develop risk framework
- Report on replacement costs for all assets
- Data collection relating to replacement and operations/maintenance
- Add to Improvement Plan within the Asset Management Plan as required
- Continue developing individual Asset Management Plans per major class

Year Three to Five (2021 – 2023)

- Develop proposed replacement schedule
- Develop a long-term financial plan by linking the capital and operational plan
- Identify the funding gap between current and desired condition for completed asset classes

A review of the current condition of the assets must occur. In 2009, an inventory of the capital assets was undertaken. The next step is to expand on that by reviewing:

- Where it is? (inventory)
- What is it worth? (costs/replacement rates)
- What condition is it in and what is its remaining service life? (condition and capability analysis)
- What is the level of service expectation and what needs to be done? (capital and operating plans)
- When do we need to do it? (capital and operating plans)
- How much will it cost and what is the acceptable level of risk? (short and long term financial plan?) Does it need to be prioritized or managed?
- What is our funding shortfall? Current plan to fund that gap?
- What are the funded and unfunded needs over the next 10 years for the total infrastructure?

The Administrator, and Council will undertake this review.

FINANCIAL SUMMARY

In order to deliver affordable services, we will need to ensure that we set aside sufficient funds to operate, maintain and replace our assets. Once we complete our development of an Asset Management Plan for all of our assets we will have a greater understanding of the gap between the current and desired conditions. We will then re-evaluate the level of service that we are able to provide. If we are unable to fill this gap we run the risk of running higher operating costs, negatively impacting the environment, potential threats to public health and safety as well as other social costs, lost economic potential and productivity and even higher capital costs in the future.

MONITORING AND MANAGING THE ASSET MANAGEMENT PROGRAM

The asset inventory, condition assessment data, level of service results, and resulting 5-year maintenance and capital works program will be loaded into an MS Access Asset Management Database for the Village to continue to manage the asset management program moving forward. Based on the initial asset management assessments and analysis completed in 2021, the following are requirements for the Village Administrator to sustain and manage an asset management program moving forward:

- Continuously update the data within the Asset Management Database.
- Train and engage operations staff to provide condition assessments and updates to the Administrator to update the data and level of service results.
- On a periodic basis, seek the support of professional services to reanalyze the Long-Range Sustainability Plan and determine the corresponding Short-Range Maintenance and Capital Program in line with delivering the long-range level of service targets.

CONCLUSION

The Asset Management Strategy is the template for the Asset Management Plan. All documents regarding Asset Management form part of our life cycle approach to Asset Management and should be reviewed and changed as needed. Our hope is that any decisions that are made with an understanding of service, risk, demand drivers and cost. This strategy will be reviewed and revised annually as we continue to gain a greater understanding the level of service we are able to deliver while identifying risks and evaluating our assets' conditions with the goal of doing a comprehensive review by June 2022.

[Redacted]

Mayor

[Redacted]

Administrator

February 22, 2022

Date