

Date: September 21, 2025

To: **Mayor and Council.**

Name and title: Blake McIntosh, Director of Civic Operations

Subject: Asset Management Strategy Update

Attachment(s): AM Strategy Update Presentation

Recommendation(s):

That Council RECEIVES FOR INFORMATION the report dated September 21, 2025, from the Director of Civic Operations titled “Asset Management Strategy Update”.

Purpose:

To update Council on progress made in implementing the Asset Management Strategy & Improvement Plan (Roadmap), supporting the AM Policy and meeting Canada Community Building Fund (CCBF) commitments.

Strategic Priorities:

The City’s Asset Management program supports Council’s 2023-2026 Strategic Plan priorities: Build a strong foundation for growth and protect the community from the impacts of a changing climate.

Background:

AM (asset management) continues to be the avenue for local governments, in BC and across the country, to make informed decisions about the services they provide to their communities and the infrastructure that delivers them now and for future generations. The City’s AM Policy was adopted by Council in 2019, along with the AM Strategy & Roadmap.

Municipalities in BC are required to show progress in their AM practices. One of the ways this is enforced is through the CCBF agreement that provides annual funding the City uses towards renewing its infrastructure. Under this agreement, the City is committed to continuously improving its AM program.

Asset management helps ensure that infrastructure, such as roads, water, sewer, buildings, and parks is maintained, renewed, and replaced in a prioritized, cost effective, and sustainable way. By using data driven planning and lifecycle analysis, the City can deliver reliable services to our residents, reduce long-term costs, manage risks, and make informed decisions about where and when to invest. Asset management also promotes transparency, helps meet regulatory requirements, and builds public trust by demonstrating responsible stewardship of public assets and taxpayer dollars.

Progress Made Since 2023:

Since the last AM Strategy update, several actions were completed in the AM Strategy Roadmap. The table below lists the completed actions with more details below and in the presentation attached:

AM Policy Principle & Strategy Objectives	Actions Completed
Decisions about service delivery are prioritized	Sidewalk, Walkway & Paved Trail Condition Assessments
	Civic Facilities Condition Assessments
	Asterra Leak Detection Program
	Utilities Benchmarking
Appropriate information is available	Risk Assessment – Sewer Forcemains
	Infrastructure Report Cards
Sufficient financial resources	Stormwater Drainage AM Plan
	Stormwater Dedicated Fund Analysis
AM builds the City’s resilience to climate change	Natural Asset Inventory, Valuation, & Condition
Continuous improvement	Asset Replacement Value Update
Engagement	Stormwater Dedicated Fund Public Engagement

Asset Condition Assessments

Staff continue to prioritize asset condition assessments to guide maintenance, rehabilitation, and replacement based on actual need rather than age. Timely maintenance based on condition can also extend the useful life of assets, delaying costly replacements. In 2024, the full sidewalk, walkway, and trail network were assessed. Civic facilities are assessed annually on a rotating 5–7 year cycle, informing both maintenance and capital planning.

Leak Detection Technology

In 2025, the City adopted ASTERRA’s satellite-based leak detection for its 1,500 km water and sewer pipe network and 50,000+ service connections. Unlike traditional labour-intensive methods, this system scans the entire network and identifies potential leaks. Now, City crews spend less time searching for leaks and more time repairing them.

Infrastructure Benchmarking

The City continues annual benchmarking of water, sewer, and stormwater services with 30+ Canadian municipalities through the Canadian Infrastructure Benchmarking Initiative (CIBI). The benchmarking data produces a vast array of graphs that depict overall group performance and our own organization’s performance. Benchmarking with our peers provides data that allows for continuous improvement related to delivering the services our water, sanitary sewer, and stormwater assets provide the community.

Sewer Forcemain Risk Assessment

Sewer forcemains are pressurized and prone to high impact failures. Condition assessments can be expensive and time consuming for these types of assets, so AM staff developed a risk model. High risk pipelines were identified and will be used to prioritize which ones should be assessed first, ensuring limited budgets and resources are directed at assets with the greatest risk.

Stormwater Drainage Asset Management Plan

Completed in 2024 using NAMS tools, the Stormwater AM Plan outlines required actions and funding needed, over a 20-year horizon to support sustainable service delivery for its stormwater service. The AM Plan includes a summary dashboard that compares approved budgets to lifecycle needs and calculates a 10-year financial sustainability ratio. A ratio close to 100% means the municipality is

funding enough to meet lifecycle needs. The current 45% ratio indicates underfunding, increasing future risks and costs. A dedicated stormwater fund is being considered to close this gap.

Natural Asset Management Pilot

In late 2024, the City joined a pilot with Novion, a climate tech firm, using their platform to inventory, value, and assess natural assets using satellite imaging, multispectral bands and A.I. Assets like wetlands, forests, and green infrastructure can now be actively managed within City boundaries.

Asset Replacement Cost Updates

To maintain financial accuracy and support capital planning, AM staff updated unit rate estimates in 2024 using historical data, historical contracts, and supplier info. These rates were used to recalculate replacement costs, with updates planned every few years.

Next Steps for 2026 and Beyond:

There are new asset management commitments under the Canada Community Building Fund agreement that focus on strengthening asset management capacity. These include commitments to providing education & training for elected officials and senior leadership. Later this year, AMBC will be releasing a new Asset Management self-paced online training program for elected officials and senior leadership. More information will be provided by our AM Division once it is available.

Under the direction of the AM Steering Committee, AM Plans will continue to be developed. The next AM Plans to complete are for the sanitary sewer system and the drinking water system.

Other actions planned include:

- Stormwater Infrastructure Fund Proposal
- Civic Facilities Master Plan
- Civic Facilities Condition Assessments
- High Priority Sewer Forcemain Condition Assessment
- Paved Road Condition Assessment
- Continue with the Satellite Leak Detection Program.

Summary and conclusion:

The City continues to progress in asset management in order to provide safe and sustainable services delivered in a predictable, cost-effective manner. The City will continue to apply the principles and actions identified in Council's AM Policy and the AM Strategy & Roadmap and report back to Council and the community on a regular basis.

Respectfully submitted:

Blake McIntosh, Director Civic Operations

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Approved:

Walter Babicz, City Manager

Meeting date: 2025/10/06