

Community Excellence Awards

2018 Application Form

Please complete and return the application form by Friday, May 25, 2018. All questions are required to be answered by typing directly in this form. If you have any questions, contact awards@ubcm.ca or (250) 356-5193.

SECTION 1: Applicant Information	
Local Government: Courtenay	Complete Mailing Address: 830 Cliffe Ave Courtenay, BC V9N 2J7
Contact Person: David Allen	Position: CAO
Phone: 250-703-4854	E-mail: dallen@courtenay.ca

SECTION 2: Category
<p><input type="checkbox"/> Excellence in Governance. <i>Governance processes or policies that are outcomes-based and consensus oriented; support and encourage citizen participation in civic decision-making; are efficient, equitable and inclusive, open and transparent; and exemplify best practices in accountability, effectiveness, and long term thinking.</i></p> <p><input type="checkbox"/> Excellence in Service Delivery. <i>Projects/programs that provide effective services in a proactive manner, demonstrate benefit to the community, and utilize performance measures, benchmarks and standards to ensure sustainable service delivery.</i></p> <p><input checked="" type="checkbox"/> Excellence in Asset Management. <i>Projects/programs that demonstrate a comprehensive system of asset management policies and practices, meeting and/or exceeding accepted best practices.</i></p> <p><input type="checkbox"/> Excellence in Sustainability. <i>Projects/programs that incorporate a long-term sustainability lens by considering cultural, social, economic and environmental issues in planning, policy and practice.</i></p>

SECTION 3: Project/Program Details
<p>1. Name of the Project/Program: Operationalizing the City of Courtenay Asset Management Policy</p>

2. Project/Program Summary. Please provide a summary of your project/program in 150 words or less.

Courtenay City Council adopted an Asset Management Policy in mid-2015. It was substantially influenced by acknowledging the responsibility for stewardship of the community's assets (Community Charter s. 7); the notion that a local government is in the business of delivering public services with consideration for social, economic and environmental value; that the services we deliver depend upon a broad spectrum of expensive tangible capital assets; and that sound Asset Management practices (following the International Infrastructure Management Manual) were the means to achieve Sustainable Service Delivery (as expressed in the BC Framework). See the Policy attached:

The objective was to implement the AM Policy by Operationalizing Asset Management to achieve Sustainable Service Delivery. The challenge was to demonstrate a sound understanding that this was an all encompassing endeavour and the organization had to be realigned with sound asset management practices. The project outcome was a successful organization-wide restructuring implemented by an extensive change management undertaking.

3. Demonstrating Excellence. Please describe how your project/program demonstrates excellence in meeting the purposes of local government in BC and provides promising practices for others to follow.

As part of the Asset Management Policy, Council acknowledged the Community Charter responsibility of a municipality to provide for the “stewardship of the public assets of its community” and directed the City’s asset management practices follow the International Infrastructure Management Manual and its supplementary Practice Notes. This meant that the necessary staff competencies would have to align with the well-established and world leading Australian “National Asset Management Strategy (NAMS)” and that off-the-shelf training – adapted to a Canadian audience – was available. This was aggressively pursued over the past two years as part of this project (with the bulk of it funded by senior government grants) with the results described in the attached JPEG Table "CoC Asset Management Staff Competency Improvements".

4. Category Criteria.

A. Please describe how your project/program meets the objectives of the category you have applied under. Refer to S. 3 of the Program & Application Guide.

Council's Asset Management Policy stipulates that the CAO has responsibility to for all the Asset Management plans, strategies and procedures as well as reporting on effectiveness of Asset Management practices and their outcomes. It also states that it applies to all City departments, officers, employees and contractors. Furthermore, the Policy mandates the use of "Asset Management for Sustainable Service Delivery: A BC Framework" and the "International Infrastructure Management Manual, International Edition and its supplementary Practice Notes" as the means of continual, scalable and on-going implementation.

The Policy deliberately complies with Community Charter s. 7 [municipal purposes] to provide for stewardship of the public assets of its community; the City of Courtenay Official Community Plan; and in particular, the OCP "Regional Context Statement". One of six themes of Council's Strategic Priorities 2016-2018 (attached) is "We proactively plan and invest in our natural and build environment". The objectives of this theme are: Continued focus on asset management for sustainable service delivery"; "Focus on infrastructure renewal rather than upgrades"; "Continued support for social, economic and environmental sustainability solutions"; and "We look for regional infrastructure solutions of shared services to our community".

The Policy and Strategic Priorities are implemented operationally by the CAOs Directive "Establishment of Asset Management Working Group (AMWG) and Terms of Reference (ToR)".

B. In many cases projects may meet the criteria of more than one category. If applicable, please describe how your project meets the criteria of one or more other categories.

N/A

SECTION 4: Program Criteria

5. Leadership. Describe the extent to which your local government acted as a local or regional leader in the development or implementation of the project/program.

As the project progressed several of the early outcomes became evident. First was the need for Council to support the Asset Management program (via their recently adopted policy) and that the CAO must lead it as an organization-wide undertaking because of his/her responsibility for the overall operations of the municipality.

We shared this realization broadly by publishing our results in the widely read Asset Management BC Newsletter No. 15 (fall 2015) in an article entitled "CAO's, Asset Management and the New Paradigm" which emphasized this role. See AMBC website: <https://www.assetmanagementbc.ca/newsletters/>

We took a further leadership position by collaborating with several respected communications experts in a second AMBC article (Newsletter No. 20 summer 2017) entitled "Managing the Asset Management Message: Practical Pointers for Communicating with your Council and Community".

Recently we sponsored a Resolution at the April 2018 convention of the Association of Vancouver Island Communities (AVICC R32). The endorsed Resolution read in part:

"...be it resolved that AVICC support sound asset management practices as the means to achieve local sustainable service delivery;

And be it further resolved that BC municipalities and regional districts, their respective CAOs and staffs would benefit from guidance to a common communications approach to enhance asset management practices;

And be it further resolved that the Asset Management BC partnership develop and implement a common communications approach to enhance asset management

practices."

For the complete Resolution see: <http://avicc.ca/wp-content/uploads/2018/05/2018-Resolutions-Disposition-AVICC.pdf>

- 6. Partnerships and collaboration.** Describe the breadth and depth of community and/or regional partnerships that supported the project/program and the extent to which internal and/or external collaboration was evident.

This project was supported by Council from its inception; led by the CAO and project manager; employed guidance from Asset Management BC, IIMM/NAMS concepts, the BC AGLG; the BC Framework and professional consulting services of INTERACTIONS HR Solutions Inc.

- 7. Innovation and promising practices.** Describe the degree to which the project/program demonstrated creativity and innovation, and contributed to increased efficiency or effectiveness.

As indicated in the Council Asset Management Policy, Asset Management is the means to achieve Sustainable Service Delivery. Therefore, to meet the functions of effective AM practices, we determined that the organization required restructuring rather than adaptation of the proven AM practices provided by the IIMM/NAMS approach.

With the assistance of an external Human Resources firm, the first phase was to identify and document the organization's existing functions and competencies relative to 'ideal' Asset Management practices, irrespective of the existing organizational structure. The second phase entailed identifying the competency and capacity shortcomings relative to these 'ideal' requirements. The first 'fix' was to begin the aggressive training program identified in Section 3-3 above. The identified capacity issues, however, could not be addressed until after an appropriate (radical?) new organizational structure had been devised, made ready for implementation and Council approval was granted.

The answer was found in the 'BC Framework' wheel. In its simplest form, it describes activities in terms of Plan (thinking about the future); Implement (doing things in the present); and Assess (reviewing and acting on knowledge gleaned from the past).

The outcome from this line of thinking was that Development Services became all about our future capital assets. They already had the mandate to oversee new, infill and redevelopment that entail all the contributed capital assets we would eventually own. It became apparent the existing folks needed to be supplemented by technical specialists in development engineering (Approving Officer), technologists, plan checking, inspection, specifications and standards, etc. all reporting to a future-focussed Director.

Public Works became about the present – responsible to care for the in-service assets throughout their lifecycles. This meant PW became responsible for operating and maintaining the assets and also the bulk of all AM activities. This meant the existing folks had to be supplemented by a cadre of AM specialists with advanced AM skills and providing organization-wide AM support and leadership.

The Engineering Department became a hybrid, divided into two groups, one each looking to the past AND the other to the future. The past is now about renewal/upgrade

of 'old' assets identified by the specialists physically located in PW. The Engineering folks looking to the future are responsible for network master planning and modelling in support of both Development Services and Public Works. Their main role is to acquire and keep advanced awareness of changing network capacities and suitability. They are to identify early on any upgrades that may be needed as the networks grow, regardless of asset age or condition. This also supports how we integrate our networks with adjacent communities participating in shared services.

A concurrent benefit was that Recreation and Cultural Services could be restructured to be relieved of its many former distractions associated with operating and maintaining buildings and facilities and parks/trails – it was reinvented, in effect, as a department focused on providing external services directly to the public, while becoming fully supported internally by other departments in a far more efficient and effective provider/client relationship.

The most surprising and beneficial extension of this thinking was an opportunity to refocus the Corporate Services and Financial Services Departments on their specialized roles: providing professional and timely internal support services to all the other Departments so they may focus on achieving Asset Management for Sustainable Service Delivery.

The result of this process was identification for Council (and the Union) of the need to rework several staff positions and increase the overall capacity by several others. This complemented the competency building activities begun previously and was presented to Council and the public as "City of Courtenay Human Resources Action Plan - 2017". It was debated and approved at public meetings beginning in April of that year.

Implementation of the reorganization and HR Action Plan occurred after development of a detailed Change Management Plan that included presentation/discussion workshops for all City staff members. A .pdf version of the presented material is attached to this application as: "CoC PPT HH Action Plan 2017-10-05". Page 7 depicts the complete new organizational structure and functions at the Department and Division levels.

8. Public engagement and communications. Describe the extent to which public engagement was foundational to the success of the project/program, including the use of communication tools such as social media.

The public was not directly involved with the process. However, information, costs and progress of this project was continually provided to the public via Council meetings, budget discussions and successive Annual Reports. Social media postings were frequently made to continue a dialogue with the public and the City website was extensively used.

Other engagement with the public generally and those specifically interested in Asset Management was as described in Section 5 above (AMBC Newsletters and AVICC).

9. Transferability. Describe the degree to which the process or outcomes of the project, or other learnings, could be conveyed to other UBCM members.

This process and outcomes are directly transferrable to other UBCM members. We are making deliberate efforts via the AMBC Newsletters and various presentations in forums such as AMBC Annual Conferences; BCWWA and other professional conferences as

well as the submission of this information for this potential UBCM recognition.

SECTION 5: Additional Information

10. Please share any other information you think may help support your submission.

We would like to acknowledge the work of Interactions HR Solutions Inc., the developers of the human resources and organizational development model, ‘Operationalizing Asset Management Practices™: Aligning organizational structure and human resources with the asset management practice continuum’.

SECTION 6: Signature

Applications are required to be signed by an authorized representative of the applicant.

Name: David Allen

Title: CAO

Signature:

Date: May 25, 2018

All applicants are required to submit:

- Signed application form. Applications should be submitted as Word or PDF files.
- Five representatives photos of the project. Photos should be submitted as JPEG files.

If you choose to submit your application by e-mail, hard copies do not need to follow.

Submit applications to Local Government Program Services, Union of BC Municipalities

E-mail: awards@ubcm.ca

Mail: 525 Government Street, Victoria, BC, V8V 0A8