

# Small Town Asset Management **SHELBURNE & LOCKEPORT**

Presentation to UNSM Spring Conference  
May 11, 2018



## Who are we?



Dylan Heide, CAO  
Town of Shelburne, Pop 1,743

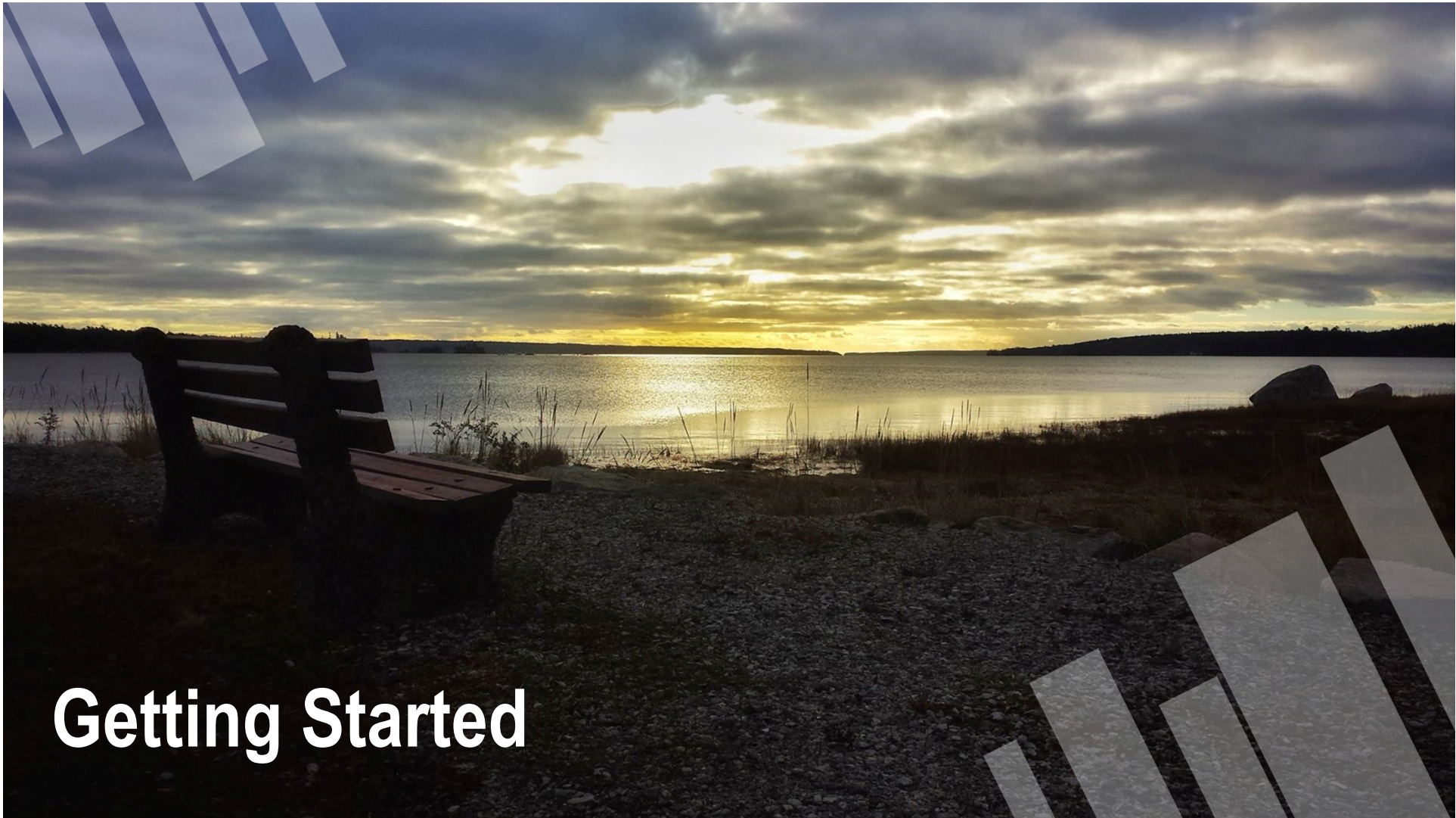


Town of Lockeport, Pop 531

## What are we going to cover today?

- ✓ How the Town of Shelburne got started on Asset Management (AM).
- ✓ How the towns of Shelburne and Lockeport are supporting each other.
- ✓ Where we are planning to go from here.
- ✓ Opportunities for wider Asset Management cooperation





# Getting Started



"The secret of getting ahead  
is getting started. "

~ Mark Twain



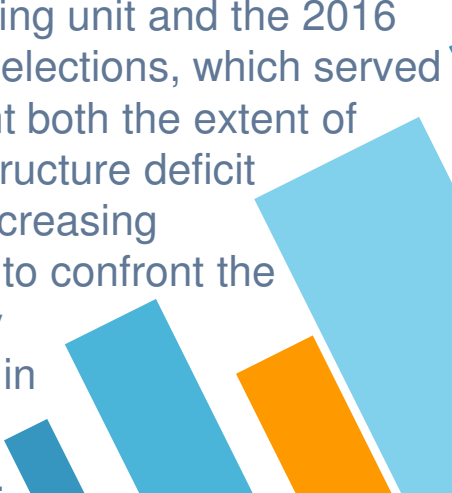


## Shelburne's History of Asset Management

Like most Nova Scotian towns the Town of Shelburne made major investments in public infrastructure in the 20<sup>th</sup> century, paving roads, extending sidewalks, laying new water distribution and sewer collection systems. What they didn't do was plan ahead for the future rehabilitation of this infrastructure by setting realistic user fees and tax rates to build and maintain necessary reserves.



Then came the abortive 2015 amalgamation discussions with a neighbouring unit and the 2016 municipal elections, which served to highlight both the extent of our infrastructure deficit and the increasing public will to confront the necessary increases in user fees and taxes.





## Council Buy-In

The Shelburne Town Council officially committed to Asset Management (AM) with the adoption of the 2017-2021 Strategic Plan on May 17<sup>th</sup>, 2017.



### GOAL #4 - GROW CAPACITY

Objective	Strategy	Target Start	Target Finish
4.1	Implement downtown revitalization projects	2017	2019
	➔ Complete condition assessments and mapping	2016	2019
	➔ Develop comprehensive Asset Management Plan	2017	2020
	Develop a long-term Water Strategy	2017	2018





## Working with Town of Lockeport

- » Towns share similar AM challenges
- » Provincial support has been key
- » AM planning lays the groundwork for further modernization / structural change

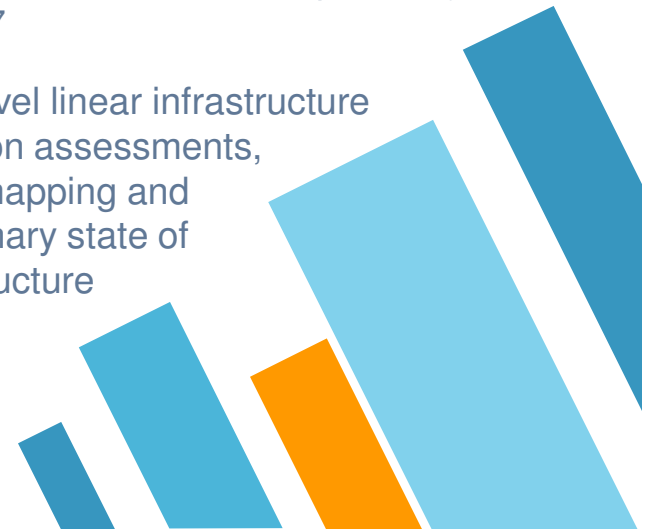


- » **PCAP** – Applied April 2017

Detailed sewer collection system condition assessments. Deferred to 2018-19 pending completion of pilot (to better target video assessments).

- » **Provincial Pilot** – Accepted July 2017

High-level linear infrastructure condition assessments, asset mapping and preliminary state of Infrastructure reports.





# Financing Asset Management

## Current Practices

- » Long-Term Capital Planning
- » Capital Reserve Spending
- » Reserve Transfers
- » User Charges
- » External Funding

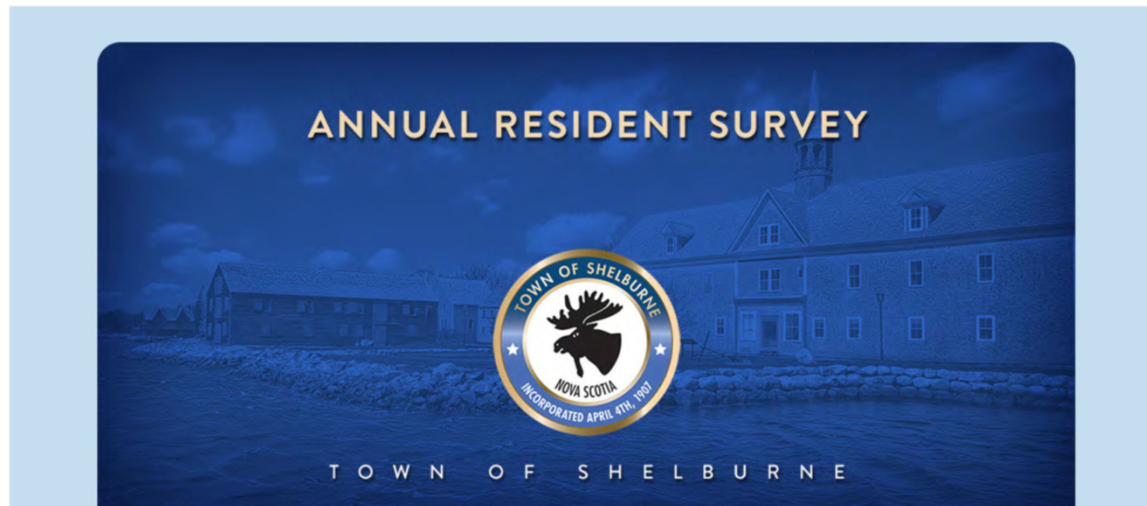
## Low-Income Rebate Program





## Bringing in the Residents

- » Municipal Awareness Infrastructure Tours
- » Annual Residents Survey / Report Card



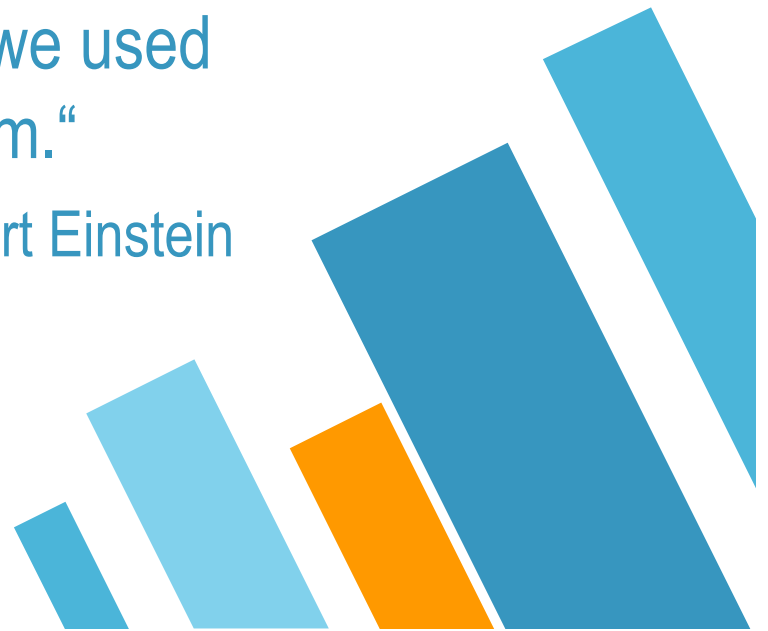


**Where do we go from here?**



“We can’t solve our problems with  
the same kind of thinking we used  
when we created them.”

~ Albert Einstein





### AM COMMITTEE WORK PLAN INCLUDES:

- Taking stock of existing assets
- Considering levels of service
- Analysing service risks
- Setting service targets



## Asset Management Committee

» Terms of Reference – October 18<sup>th</sup>, 2017

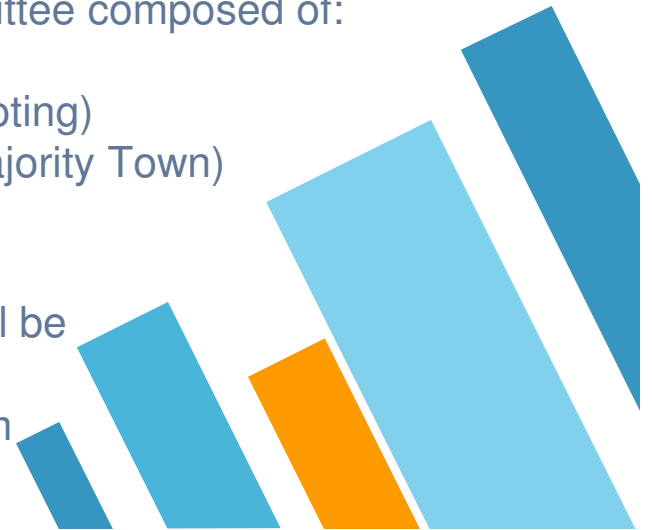
“To develop a draft Asset Management Plan and associated draft policies for recommendation to the Shelburne Town Council and to regularly review these documents, proposing amendments as required.”

Council Advisory Committee composed of:

- 2 Council Members
- 2 Staff Members (non-voting)
- 2-6 Public Members (majority Town)

» Training & Support

Committee members will be participating in a training program to prepare them for the work ahead.





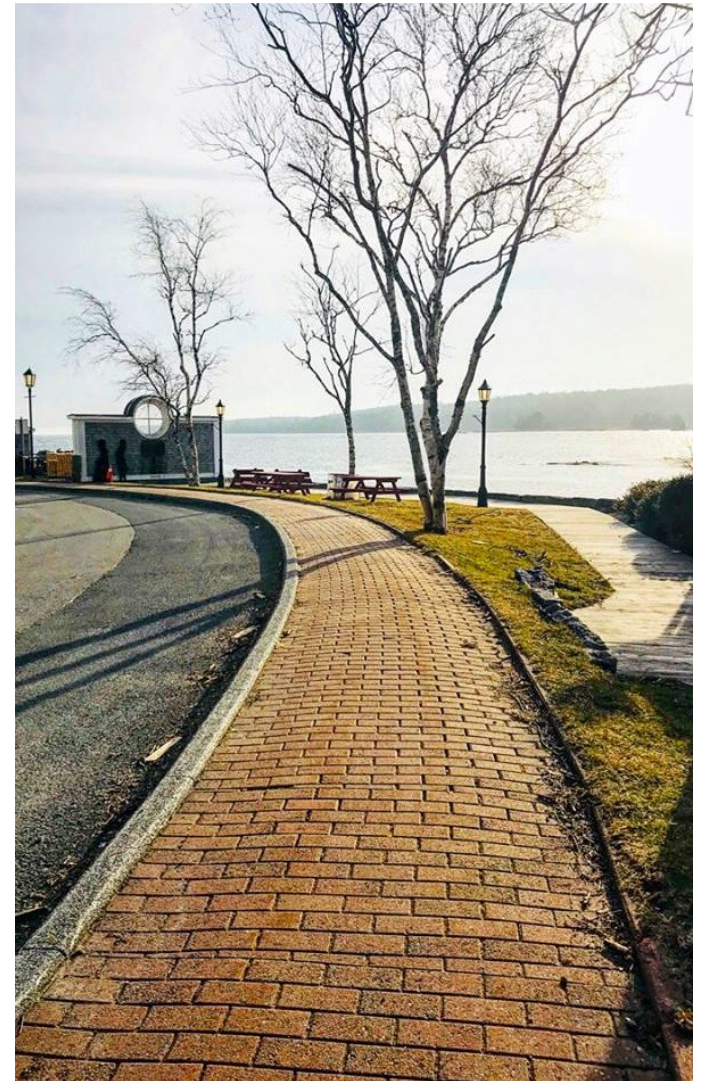
## Condition Assessments

The AM Committee will order their work plan around the asset categories to be included in the Asset Management Plan.

The most important tools required to support the Committee's work are condition assessments, both initial and detailed. The following are planned / underway:

- » **Provincial Pilot Program** – initial assessments of linear infrastructure
- » **PCAP Assistance** – detailed assessments of wastewater infrastructure
- » **Facilities Assessment** (FCM funding sought) – initial assessments of buildings and facilities

Town staff not serving on the Committee will also join in sessions concerning asset categories directly related to their areas of expertise.





# AM Milestones

- » FCM Self-Assessments
- » Policies, Strategies, Plans, Etc.





## Residents at the Centre of the Process

As the AM Committee works through various asset categories community input will be sought through surveys and public sessions lead by Committee members.

New questions will be incorporated into the Annual Residents Survey and new metrics will be developed to include in the Town's Annual Report Card.





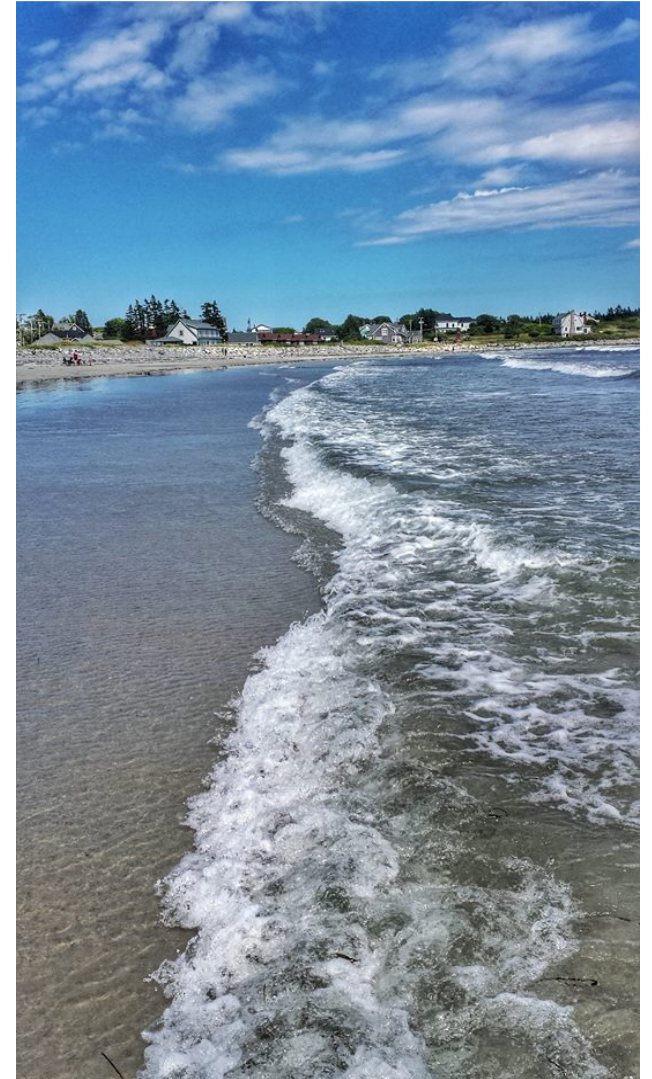
## Why are we doing this?

While the short answer is to ensure our residents have access to the services they expect from their municipal unit, the long answer is both more complex and more interesting.

Municipal leaders and residents are increasingly aware of the looming infrastructure deficits faced by towns throughout Nova Scotia and across Canada.

While rising awareness is a positive thing, a lack of information – or bad information – leads to an overstatement of costs, turning-off Council members and residents who see the project of Asset Management as unrealistic fear-mongering at best, or insurmountable at worst.

We hope that small towns in particular – perhaps most in need of confronting AM – can see a way forward in our example.



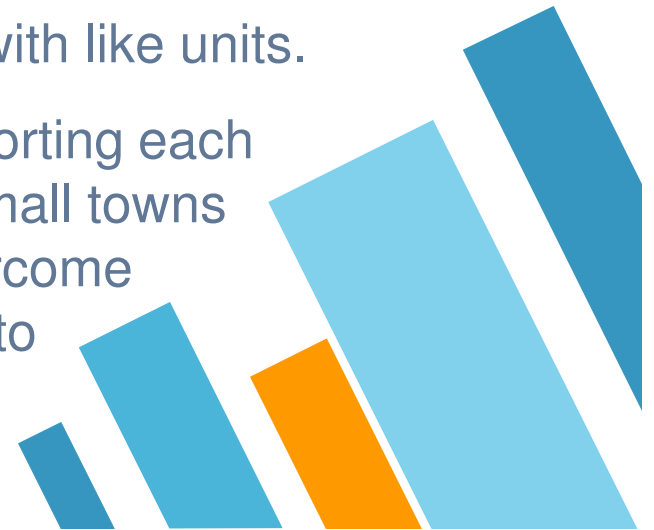


## Supporting Each Other

Especially as small towns, limited resources and in-house capacity are facts of life.

Fortunately, many of the AM challenges we face are shared with like units.

By supporting each other, small towns can overcome barriers to effective AM.





## Peer-to-Peer Support Between Units: Proposed AIM Network Cohort Group

AIM Network proposal for 6-8 municipalities from a region to form a Cohort Group (the towns of Shelburne and Lockeport are onboard). Cohort group will engage in a series of facilitated hands-on workshops to learn and 'do' asset management together using our own information. Up to eight workshops in four areas:

- » Organizational Capacity Building
- » Prioritization of Infrastructure for Renewal & Replacement
- » Awareness & Knowledge Mobilization
- » Community Engagement Program

Town AM committee members will participate in Cohort workshops, fall 2018 through 2019, complementing our own meeting schedule.

Proposed provincial Asset Management Awareness Day in Fall of 2019.





THANK YOU