



# Progressive Steps for Meaningful Progress

Inspiring your Asset Management Journey

# Welcome to our session

- Who we are:
  - Red Deer County
  - Jeremy Graves, Andy Treu & Beth Thola
- Why We are Here?
  - Inspire & Guide
  - Share Progressive Steps & Practical Strategies

Municipalities have been engaged in asset management since their incorporation. With that in mind, let's take a step back to 2017, when we laid the groundwork for the formalization of our asset management program.

# Our Foundation Journey Began



- Laying the Foundation of our Asset Management Program
  - 2017 / 2018
    - Consultant engagement
    - NAMS Canada Staff Training resulting in Asset Management Plans
  - 2019
    - First version of Consultant led Asset Management Plans
      - Identified Key Gaps

With our initial framework established and our staff equipped through training, the 2019 AMP revealed important gaps in our approach. Let's explore these gaps and understand where improvements were most needed.

# Key Gaps Identified in 2019 AMP

- Addressing common gaps in Asset Management
  - Asset Data
  - Operations & Structure
  - Stakeholders & Services
  - Ongoing Coordination

Armed with these insights, we focused on improving data accuracy and establishing a permanent role to support structured asset management. The next section will highlight how our targeted efforts from 2020 through 2024 addressed these challenges and transformed our approach.

# Overcoming Challenges: 2020-2024 Progress



- Building on What We Learned
  - Leveraging our internal champions' expertise
  - Asset data deficiencies
    - Desktop review
  - Pandemic Opportunity
  - Resolving Miscommunications with Utility Service Provider
  - Gradual Process
  - Leveraging External Networks and Municipal Collaboration

Each challenge we faced from 2020 to 2024 became an opportunity to refine our processes, proving that meaningful progress is built one step at a time.

# Key Achievements – Data Validation and Reporting

- Improving Accuracy and Decision-Making
  - High-confidence GIS data
  - Version 2.0 – Water, Sanitary & Storm AMP's
  - State of Infrastructure (SOI) report
  - Quality control by Utility Service Provider
  - Survey completions
- Key Finding
  - Strategic Readiness

Our data-driven successes paved the way for a broader cultural shift. Up next, we'll discuss how embedding asset management across departments and strategically positioning our AM Coordinator have further strengthened our program.

# Building an Organizational Understanding of AM



- Involving the Entire Organization
  - Strategic Placement of AM Coordination
  - Planning & Development
    - Cradle to Grave
    - Workflow
  - Land Management
  - Operations
    - Embracing technology
  - Formalization of AM Program
  - Leveraging External Networks and Municipal Collaboration

While strong organizational practices are essential, technology also plays a pivotal role in asset management. Let's explore how we maximized our current software and integrated AI insights to continuously improve processes.

# The GREAT Software Debate

- Selecting the Right Tools for Success
  - People, Process, Technology
  - Optimize Existing
  - Work Management Software
  - Leverage AI - \*Caution - vetting by experts required\*
- Focus
  - Prioritize people, data, process, and data improvement.
    - Staff support in adapting to new tools.

**People, Process, Technology**  
Successful technology implementation starts with people, then process, and finally technology. The most important part of technology projects is the people.

~ APWA Reporter, January 2025

While we've focused on supporting staff, improving processes and maximizing our existing software, we recognize that asset management is an evolving journey. With a strong foundation in place, we are now applying these principles to other critical areas, such as our road network and IT assets.

# Continuing Efforts

- Ongoing Asset Management Work – No detours ahead
  - Road Network
  - Information Technology
  - Capital Assets – circling back
  - Project Manager Engagement
  - Policy Review / Update
- Focus
  - Keeping the momentum going

As we refine our asset management practices, effective communication with decision-makers becomes critical. The next step is equipping Senior Administration and Council with the insights needed to evaluate levels of service and make strategic choices that support long-term sustainability.

# Bridging Asset Management and Financial Decision-Making



- Navigating Service Levels, Risk, and Fiscal Realities
  - Challenge
  - Sliding Lever
  - Asset Up vs Finance Down ~ Bridging the Gap
- Where we go from here
  - LoS & Risk plans – further refinement
  - Council engagement for long term sustainability

Asset management is a continuous journey—start with what we have, refine processes, and build toward informed, strategic decision-making.

# Building on Your Asset Management Progress

- Call to Action:
  - Start Small
  - Improve Data Accuracy
  - Formalize workflow processes
  - Engage in Networking
  - Learn from Others
  - Peer to Peer Knowledge Sharing
  - Embrace Change Management
  - Setbacks are part of the Journey
- Key Takeaways
  - Asset management is a continuous journey
  - People, process, and technology
  - Service levels, risk, and financial realities
  - Collaboration and knowledge-sharing accelerate success

As you move forward, remember that every step in asset management—big or small—drives meaningful progress.



# QUESTIONS?

Thank you for Investing Your Time  
“Every ASSET Needs MAINTENANCE,  
Including KNOWLEDGE!”

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