2019

Asset Management Strategy

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Introduction

The purpose of the Asset Management Strategy is to articulate a broad vision and framework that guides asset management including planning, construction, maintenance and operations to achieve sustainable service delivery for the Village of Ashcroft. A key issue facing local governments is the management of aging assets in need for renewal and replacement.

The management of infrastructure is complex, and requires integrating many components such as information, assets, finances and people. The determination of condition and longevity of municipal assets both above and below ground such as bridges, roads, and water and sewage pipes can be difficult to determine. The funding, operating and replacement costs are large and demand for new services adds additional complexity.

In British Columbia, a high level provincial framework of asset management has been developed to guide local governments in asset management. Asset Management for Sustainable Service Delivery: A BC Framework links components together in a continuous process emphasised by its circular nature. It defines Asset Management as an integrated process, bringing together skills, expertise and activities of people; with information about a community's physical assets; and finances; so that informed decisions that support sustainable service delivery can be made.

In the context of Ashcroft, asset management means systematizing our processes used to construct, install and maintain infrastructure and equipment to deliver services sustainably while reducing risk and life-cycle costs, achieving regulatory compliance and meeting the reasonable expectations of our citizens.

Asset Management Program

The continuous nature of asset management necessitates that internal capacity be developed to within the municipality to work on asset management. Initially, the village was assisted by our engineers who collated data and helped begin our journey in asset

management with the help of grants from UBCM and the province. This document and successive documents that follow are a continuation of the journey. It speaks to our work in achieving a set of enduring behaviours and practices that constitute asset management becoming a core function of the municipality.

Internal Capacity vs External Resources

Due to the integrated nature of asset management, the skills and information requirements are significant. One core element enunciated in the BC Framework is People. Continuous learning to develop knowledge, experience and capacity are essential to successful implementation. While most municipalities have moved to purchase software and hire additional technical staff to implement asset management, Ashcroft has taken the less travelled route to acquiring additional skills and using open-source technologies. This has allowed us to realize significant amount in savings both at the onset in setup fees and on an ongoing basis with license costs. It has also yielded better results and more flexible solutions customized to Ashcroft's needs.

Legislative Environment

The council has stewardship obligations over assets in a municipality. This is responsibility can be demonstrated by having well developed plans, policies and strategies. While Ontario has legislated asset management for its municipalities, BC has adopted a guidance framework but made grant funding contingent on demonstrating progress in asset management. Similarly, the Government of Canada has identified asset management as a key deliverable of municipal government. It has made asset management plan a pre-requisite for municipalities seeking Gas Tax Funding for 2018 and beyond.

Ashcroft History

The asset management journey in Ashcroft began with the draft of the Water Master Plan in 2015. This extensive and detailed document formed the basis of our grant application for the Water Treatment Plant. Funding approval was received in 2016 and the commencement of work on the Water Treatment Plant in July 2018.

In mid-2015, Asset Management BC co-authored "Asset Management for Sustainable Service Delivery: A BC Framework" which became a standard of best practices for BC municipalities. Ashcroft signed an initial agreement and received funding approval in June 2016 from UBCM for a Long-Term Infrastructure & Asset Management Plan. Final reports and workshops with council were completed 2018, approved by UBCM and funds were received for the project in September of 2018.

Since September 2018, staff at the village have worked diligently to incorporate spatial, valuation and condition data into an integrated asset repository developed in-house using open source tools. Also in September 2018, the village applied for a grant with Federation of Canadian Municipalities under the Municipal Asset Management Program to continue developing asset management for the village and to keep moving us along the readiness scale of asset management. FCM has several measures, evaluating competencies in 5 areas:

1. Policy and Governance
2. People and Leadership
3. Data & Information
4. Planning and Decision Making
5. Contribution to Asset Management Practice

We need to demonstrate progress in these competencies to complete the project and receive funding.

Vision

Based on community input, the vision for Ashcroft is:

In 2038, Ashcroft is a vibrant, active and creative community that fosters healthy well-being and a collaborative inter-generational approach to our community's development.

The OCP adopted in 2018 specifically addresses infrastructure challenges and goals in section 19.

Ashcroft has well developed infrastructure including a water and sewer system and a road network. A key challenge for small communities is the ability to financially support infrastructure operations, maintenance, upgrades and expansion, particularly when faced with a potentially declining tax base. Despite this challenge, the Village has upgraded both the water and sewage treatment plants. Moving forward, it is vital that the Village assess future investments in terms of the initial investment required, the ongoing cost of operations, and present and future need.

Key Objectives

Through the development and implementation of this strategy, the village seeks to achieve the following objectives which will help deliver on its vision:

1. Establish a systematic and robust Asset Management Program.
2. Empower administration to establish policies, practices and procedures and to source and allocate resources as necessary, to maintain infrastructure at standards (level of service) set out by council.
3. Ensure that infrastructure is developed and maintained in a fiscally responsible and sustainable manner; and
4. Ensure that municipal infrastructure meets the needs of residents and businesses today and into the future.
5. Incorporate asset management and sustainability into daily operations of the village.

Guiding Principles

As the village implements this strategy, it will encounter unanticipated situations and will be required to make decisions it did not contemplate. When faced with unexpected 'forks in the road', the village will refer to its policy as adopted by council and the following principles that elaborate on the policy to help guide its path:

1. Municipal infrastructure should be constructed, maintained and decommissioned in a manner that ensures the social, environmental and economic sustainability of the Village.
2. Municipal infrastructure must facilitate and deliver municipal services that meet the needs and reasonable expectations of citizens.
3. Capital asset management is a core municipal responsibility. Leading practices and industry standards shall form the basis for capital asset management policy, procedures and practices.

4. Municipal infrastructure is the foundation for community economic development and the quality of life for all citizens. Municipal infrastructure is a "common good" and therefore must be managed transparently allowing all citizens to objectively evaluate its condition and value.

Asset Management Policy

The Asset Management Policy defines the council's vision and service delivery objectives in accordance with the Strategic Plan and applicable legislation. The initial policy first adopted in 2018 has undergone significant revisions to incorporate greater clarity in roles and a focus on environmental stewardship and climate mitigation.

The asset management strategy is developed to support the asset management policy. It allows council to show:

- how its asset portfolio will meet the affordable service delivery needs of the community into the future,
- enable Council's asset management policies to be achieved, and
- ensure the integration of Council's asset management with its long term strategic plans.

Council policies & actions in OCP

As stated in the Official Community Plan, it is the policy of Council to:
1. Ensure that infrastructure is developed and maintained in a fiscally responsible manner by:

   1.1. Addressing the infrastructure deficit in Ashcroft by continuing to invest in asset management and seeking funding from senior government agencies to address deficits; and

1.2. Striving to improve the community's understanding of the costs associated with infrastructure and how it needs to be managed.

2. Ensure that the water and sewer systems meet community needs by:

2.1. Maintaining and operating the public water and sewer system as shown on **Schedule E**;

2.2. Twinning the North Ashcroft water reservoir in order to provide fire protection in this area;

2.3. Replacing Lift Station # 1 to ensure the proper operation of the sewer system;

2.4. Reviewing water leakage in the community water system to identify and fix potential leaks;

2.5. Undertaking water audits of community facilities, parks and key commercial businesses to determine how water is used in the community;

2.6. Undertaking a municipal water and energy study to review usage of water and energy in the Village;

2.7. Working with key partners and stakeholders in protecting the Thompson River, Ashcroft's principal water source;

2.8. Encouraging water conservation in homes, businesses and community facilities to reduce costs of providing water and protecting water quantity for ecological needs;

2.9. Encouraging new and existing developments to incorporate xeriscaping into site designs; and

2.10. Considering the implementation of water meters.

3. Ensure that storm drainage meets community needs by:

3.1. Maintaining the public storm drainage system as shown on **Schedule E**, the Public Utilities Map;

3.2. Requiring all development to manage stormwater in a manner which provides adequate disposal and minimizes impact to adjacent properties;

3.3. Discouraging development which has a negative impact on existing drainage channels and gullies;

3.4. Encouraging rain water reuse in residential, commercial and community land uses;

3.5. Improving the storm drainage system in North Ashcroft; and

3.6. Considering alternative approaches to stormwater management, including the use of bioswales and use of rain barrels.

4. Ensure that the transportation network meets existing and emerging needs by:

4.1.1. Designating major roads as shown on **Schedule F**.

4.1.2. Upgrading sidewalks in town and considering opportunities to add new sidewalks or other types of pedestrian connections where feasible;

4.1.3. Continuing to work with the Ministry of Transportation and Infrastructure to establish a vehicle and/or pedestrian overpass or underpass for Highway 97C crossing the Canadian Pacific Railway in order to provide continuous emergency services to the Mesa Vista area;

4.1.4. Investigating the integration of traffic calming measures, such as narrowing roadways, installing roundabouts, or constructing speed bumps in all neighbourhoods in order to reduce speeds and create a more comfortable network for pedestrians;

4.1.5. Implementing a maximum traffic speed of 30 km/hr on all non-arterial roads;

4.1.6. Ensuring that streets are not used for recreational vehicle storage in order to enable safer navigation for pedestrians; and

4.1.7. Working with the Desert Hill Community School and School District # 74 (Gold Trail) to develop a Safe Routes to School program.

Village of Ashcroft

**Official Community Plan
Schedule E**

Public Utilities

Legend

———	Sanitary
———	Water
———	Storm
WTP	Water Treatment Plant
	Reservoir
PS	Pump Station
	BalancingTank
	Irrigation Control
	Waste Water Treatment Plant
	Lift Station

SOURCE:

Water and road features obtained through
www.geobase.ca website.

Cadastral infromation obtained through ParcelMap BC.
Municipal Boundary obtained through DataBC.

THE ACCURACY & COMPLETENESS OF INFORMATION SHOWN ON THIS
DRAWING IS NOT GUARANTEED. IT WILL BE THE RESPONSIBILITY OF
THE USER OF THE INFORMATION SHOWN ON THIS DRAWING TO LOCATE
& ESTABLISH THE PRECISE LOCATION OF ALL EXISTING INFORMATION
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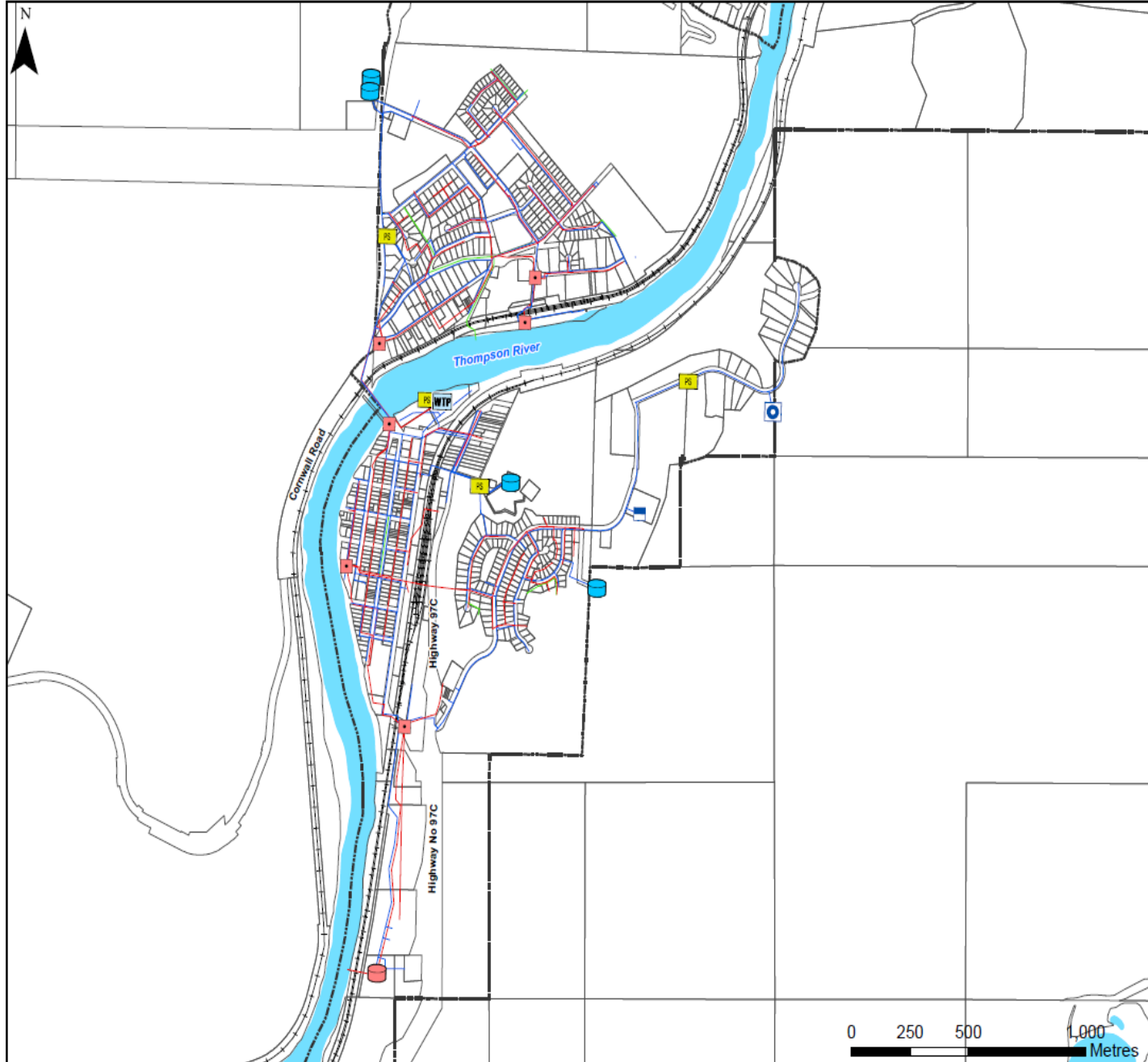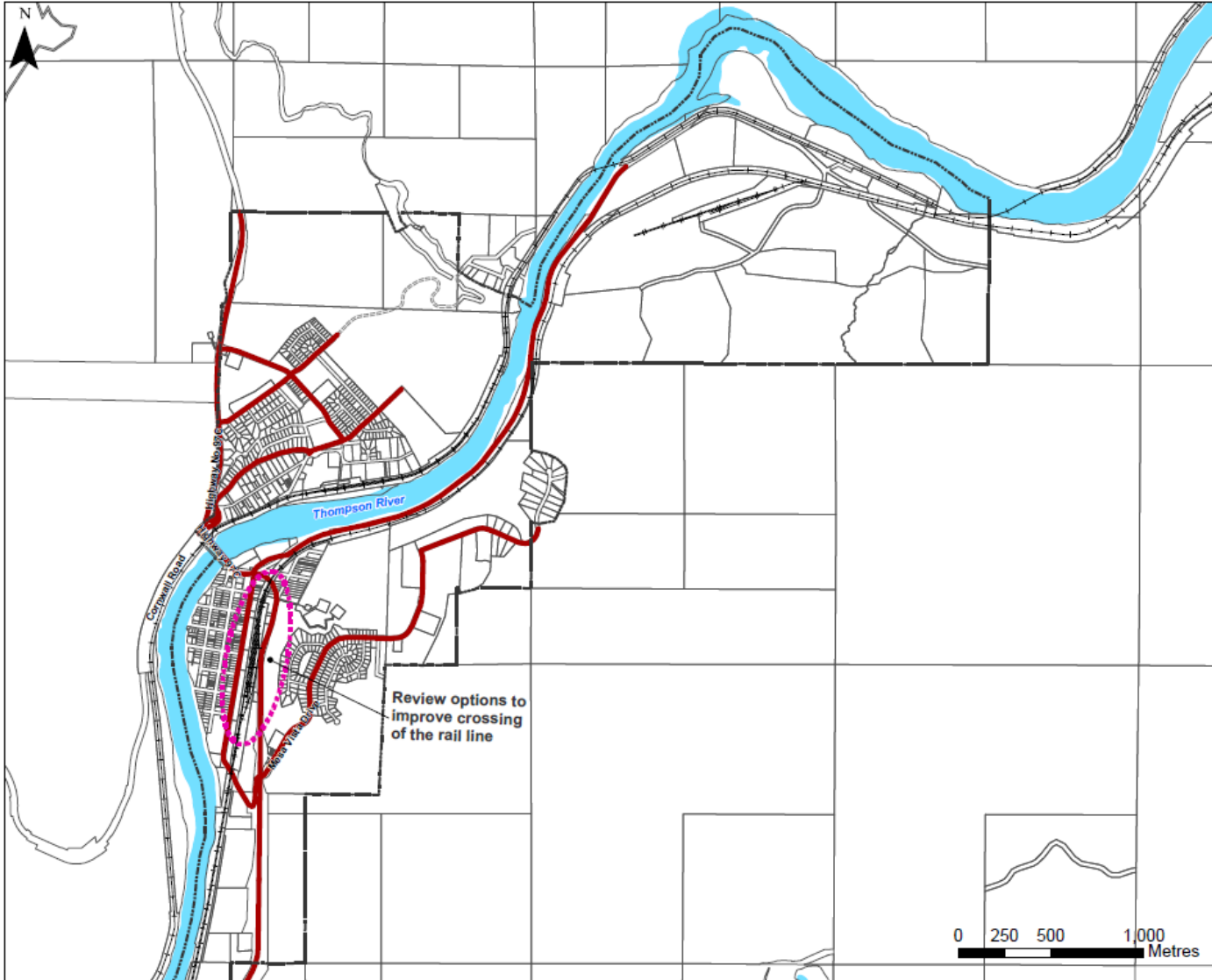
Village of Ashcroft

Official Community Plan Schedule F

Major Road Network

Legend

━━━ MAJOR ROAD

Thompson River

Cornwall Road

Review options to improve crossing of the rail line

SOURCE:

Water and road features obtained through www.geobase.ca website.

Cadastral infromation obtained through ParcelMap BC. Municipal Boundary obtained through DataBC.

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Strategic Priorities

Small municipalities like Ashcroft are even more resource constrained than the larger centres. This necessitates out of the box thinking and frugal choices. With finite resources available, it is important to recognize that successful implementation of a capital asset management program will require a focus on those policy choices that the organization believes will best deliver on the objectives of this strategy. The following are the Village's asset management strategic priorities:

Build Staff Capacity

While many municipalities, even small ones are hiring external consultants to undertake many asset management functions, the Village of Ashcroft is developing capacity internally. Although the nature of asset management process indicates need for internal capacity, the difficulty and additional skill requirements like GIS and database management have stymied efforts of many small municipalities. Despite that, Ashcroft has taken the lead in developing internal capacity and has achieved many milestones in its development. This supports the deep integration of asset management and sustainability principles into the everyday operations of the Village. This deep integration will make the program more effective, resilient to staff and governance changes, reduces the dependency on expensive consultants to maintain the program, and ensures the program benefits from the continuing evolution of this field in "real-time".

Develop a Culture of Sustainability

With robust asset management tools and a deep understanding of asset management practices and principles, the Village will be better prepared to make decisions that promote the long-term sustainability of the community. From the governance level to front-line, asset management processes encourage thinking beyond immediate needs and short-term solutions. The Village chooses to consider the long-term social, environmental and economic impacts of its decisions.

Integrate Asset Management into Core Operations

The Village has a number of establish systems, programs and processes that constitute its operations. Rather than treat asset management as a special project, or the function a particular role, the Village chooses to weave asset management practices into the existing systems. The 2019 budget process began incorporating long-term asset management consideration in the planning process reporting and Council decision making processes. This integration ensures that asset management practices are applied consistently across the organization and that staff take a collaborative approach to achievement of the program's objectives.

Ensure Transparency and Build Citizen Understanding

At its core, asset management will demand the Village make decisions that strike balance between the immediate desires of the community with its long-term needs. These choices will sometimes be difficult. The asset management policy outlines public and stakeholder participation. To facilitate this a communication plan will be formulated to ensure its program is transparent and communicated clearly. Citizen understanding and buy-in is critical to ensuring that Council has the political latitude to make tough choices.

Consider Value, Not Just Price

In the past, many procurement or implementation decisions were made on the basis of the quoted price. Focusing on price alone ignores the long-term financial costs of operations and maintenance and the hidden, harder-to quantify, social and environmental costs. In the procurement for the Water Treatment Plant, the village is followed a two-step process of first prequalifying vendors based on quality metrics before moving to cost quotes. This resulted in tremendous success in our largest project to date. The Village chooses to broaden its decision making criteria to include, as much as practical, life-cycle costing and triple bottom-line evaluations. Life-cycle costing will require that the Village understands the costs of operations, maintenance and eventual replacement for any given decision. Triple bottomline evaluations will require that the Village attempts to understand the social and environmental costs and not just the economic ones.

Recognize the Value of Natural Assets

While most asset management plans and programs focus almost exclusively on assets designed, constructed and manufactured by humans, the Village chooses to expand its focus to include its natural assets, those resources provided by the natural world that support the delivery of municipal services. The Village chooses to consider and work actively to measure, evaluate and attend to the health of its natural assets such as its parks and the Thompson River. And where possible, the Village chooses to use natural assets rather than construct engineered assets if they deliver the same or comparable municipal service.

Use Best Practices and Adopt a Continuous Improvement Ethic

The field of asset management is rapidly evolving within the Canadian municipal sector. As more and more municipalities adopt these practices, new ideas, processes, tools and concepts are being introduced. The Village of Ashcroft has taken a lead in this evolving field. It is an active participant in the community of learning, freely sharing ideas and resources. The Village collaborates with leaders in the field – adopting the practices, processes and concepts they have used to establish their successful asset management systems. The Village chooses to invest in its people, processes and technology to improve our asset management program.

Improve Financial Preparedness

The long-term success of the l asset management program depends on adopting a suite of aligned financial practices that encourage the dedication of funds for infrastructure renewal and replacement. These practices must leverage the Village's asset data, use predictive modeling, and be based on practices followed by sector leaders to ensure Council is confident that the challenging decision to defer the use of revenue for future works is prudent and sustainable. The Village will realign its reserve system to support its capital asset management program and will identify savings targets that are driven by good asset data and reliable financial modeling.

Reduce and Manage Risk Better

As the Village's infrastructure ages, the likelihood of failure increases. From a two hours interruption of water service due to a water-main break, to the mass cancelling of ice time resulting from an ice-plant breakdown at Arena, failing infrastructure has serious negative impacts on citizens. The Village chooses to adopt asset management practices that identify infrastructure risk and offers cost-effective ways to avoid or mitigate the risk. As the program matures, effective risk assessments will allow the Village to confidently balance the probability of risk against the optimal use of financial resources. That is to say, reasonably accept some risk when

it makes fiscal sense. Good risk assessment and modelling will reduce the influence of unreasonable fear in decision making.

Adapt to a Changing Climate

Climate change is a reality that all Canadian communities, including Ashcroft, must face. Preparing for, and adapting to, the anticipated extreme weather events and shifting climatic conditions must form an important part of both the Village's emergency response plans and its asset management program. As the Village replaces aged infrastructure, or plans for the installation of new infrastructure, it must consider the new demands of a changing climate. The Village will use climate modelling to better determine the capacity of future infrastructure and will seek cost-effective methods of enhancing the performance of existing assets to meet these future demands. Storm water management systems must be prepared to withstand greater amounts of precipitation in shorter periods of time. And Village facilities must be prepared to shelter more citizens during extreme storm and temperature events.

Strategic Goals

Establish Governance and Legislative Framework

To be successful the Village Asset Management Program must have the support of both Council and Administration. Establishing a governance framework in administrative policy, procedures and documentation communicates the importance of, and the Village's dedication to, the program, and it provides a more permanent and enduring foundation. To achieve this goal the Village will:

1. Establish program framework to define and document administrative policy, tools and processes to dedicate internal resources and establish clear responsibilities and accountabilities.

2. Build the understanding and capacity of Council to effectively govern.
3. Set Service Standards using "leading practice" measures and regulatory compliance benchmarks.

Build Asset Registry

The foundation of any asset management system is a robust and holistic database containing all of the key measures and characteristics for every unit of municipal infrastructure. Beyond simply building this database, the Village must establish the processes, practices and standards for data collection and data maintenance. To achieve this goal the Village will:

1. Research and establish a basic asset registry database.
2. Identify material assets to include in the registry.
3. Collect asset and condition data and add it to the asset registry.
4. Identify critical assets that have the highest impact to municipal service delivery.
5. Establish and implement policy, procedures and tools for maintaining the currency of asset data.
6. Research, identify, procure and migrate to, robust asset registry software.
7. Establish and implement Capital Asset Evaluation Policy, procedures and tools.

Integrate Asset Management into the Village's Core Operations

To maximize the benefit from, and to ensure the sustainability of asset management, practices must be incorporated into all of the existing governance, management and operation systems used within the Village. Asset management will not be a special project to be finished, or a report to be shelved, it will be a core function of

the Village and will impact each and every department and employee. To achieve this goal the Village will:

1. Establish and implement a debt & investment strategy aligned with Village's capital asset management program.
2. Redesign the Village's financial reserve system to align with its capital asset management program including the creation of renewal/replacement reserves and reserves intended for the planned procurement of new assets.
3. Establish a procedure for developing the annual, five year and long-term capital plans.
4. Incorporate Asset Life-Cycle Maintenance and Renewal considerations into purchasing decisions. Develop procedures and tools to articulate and guide the selection of preferred methods and materials to be used for Village asset renewal and maintenance projects.
5. Develop general asset life-cycle maintenance plans for each asset class/sub-class within the Village's asset registry.
6. Develop and implement a Risk Assessment Policy, procedures and tools to guide the Village's identification and management of asset risks including climate change.
7. Develop and implement a climate change adaptation plan to identify long term infrastructure enhancements and integrate this plan into the Village's capital asset management program.

Natural Asset Management

Natural capital assets, and the ecosystem services they provide, are a fundamental and integral part of the infrastructure. It is not to suggest that all ecosystems provide a municipal function. Some natural assets such as streams, green spaces, ponds & soils do provide value in maintaining the hydrological integrity of the

watershed. If municipal function is provided, natural assets often have a clear advantages over engineered infrastructure. They:

1. Are cheaper to operate and maintain, if not degraded
2. May provide "free" ecosystem services
3. Do not depreciate if properly managed
4. Are carbon neutral or even carbon positive

By devising and adopting strategies to use streams (conveyance), ponds (retention), wetlands (water quality, aquifer recharge, release rates), tree cover (interception, infiltration), and soils (conveyance and infiltration) local governments can connect development sites to the watershed and likely reduce long-term management costs of infrastructure.

Develop Organizational Capacity

While external resources can help establish and maintain an asset management program, the true determinate of success will be the internal capacity of Village staff to understand and use the tools to improve the planning, construction, maintenance, operation, renewal and replacement of municipal infrastructure. Not only does this capacity ensure the Village gets more out of the program, it makes the program more resilient. As more employees understand and can use the tools, the program becomes better able to withstand the shock of personnel changes. To achieve this goal the Village will:

1. Amend job descriptions to delegate new asset management responsibilities and accountabilities; including, but not limited to, the CAO, Public Works Forman/Superintendent and CFO.
2. Expand the CFO role to oversee the maintenance of the asset registry and support other program requirements

including Geographic Information Systems (GIS) and Business Intelligence (BI) reports.
3. Create and implement a staff training and development plan for all Village employees who will have asset management program responsibilities.
4. Raise general staff awareness of asset management and knowledge of Village's Capital Asset Management Program.
5. Join regional and national asset management networks and associations to maintain and enhance knowledge.
6. Develop an asset management module for the Council Orientation process.
7. Explore software, technological and process enhancements that will allow Village staff to project the asset impacts of population growth and increased service demands to encourage better asset planning.

Establish Key Performance Measures and a Reporting System

A critical part of asset management is the identification of performance measures and the setting of performance targets. Performance measures help to communicate what is ultimately important about Village assets, and helps to focus all decision makers on the activities that will deliver maximum value. Setting targets helps to prioritize Village renewal, repair and replacement activities and investments. By establishing the yardstick by which the performance of Village infrastructure will be measured, and by setting targets, the program will provide citizens tools with which they can hold the Village accountable. To achieve this goal the Village will:

1. Research asset management performance indicators and select measures right for a small municipality like Ashcroft.

2. Develop and implement an Asset Performance Measurement and Reporting system to guide the tracking and reporting of asset performance measures.
3. Establish a systematic performance measurement procedure.
4. Select "comparable other" municipalities against which the Village can benchmark asset performance.
5. Set realistic, but challenging, performance targets to drive improvement in asset conditions and service quality.
6. Develop and implement a citizen-friendly reporting system to help citizens understand the condition of Village assets and monitor performance trends.
7. Link performance measurement with annual business planning processes.

Asset Management Strategy

Strategic Priority	Tactic	Tools &Partners	Timing				
			2019	2020	2021	2022	2023
Establish Governance and Legislative Framework	Establish program framework to define and document administrative policy, tools and processes to dedicate internal resources and establish clear responsibilities and accountabilities.	Asset Management BC (AMBC)	✓				
	Build the understanding and capacity of Council to effectively govern.	FCM Competency: Policy & Governance	✓				
	Set Service Standards using "leading practice" measures and regulatory compliance benchmarks.	AMBC Other municipalities		✓			
Build Asset Registry	Research and establish a basic asset registry database.	Open source database	✓				
	Identify material assets to include in the registry.	BI & GIS tools	✓				
	Collect asset and condition data and add it to the asset registry.	Web interface	✓				
	Identify critical assets that have the highest impact to municipal service delivery.		✓				
	Establish and implement policy, procedures and tools for maintaining the currency of asset data.			✓			
	Research, identify, procure and migrate to, robust asset registry software.		✓				
	Establish and implement Capital Asset Evaluation Policy, procedures and tools.	Asset Smart 2.0, FCM Readiness Scale	✓				
Integrate Asset Management into	Establish and implement a debt & investment strategy aligned with Village's capital asset management program.		✓				

Goal	Action	Partners							
the Village's Core Operations	Redesign the Village's financial reserve system to align with its capital asset management program including the creation of renewal/replacement reserves and reserves intended for the planned procurement of new assets.		✓						
	Establish a procedure for developing the annual, five year and long-term capital plans.		✓						
	Incorporate Asset Life-Cycle Maintenance and Renewal considerations into purchasing decisions. Develop procedures and tools to articulate and guide the selection of preferred methods and materials to be used for Village asset renewal and maintenance projects.			✓					
	Develop general asset life-cycle maintenance plans for each asset class/sub-class within the Village's asset registry.			✓					
	Develop and implement a Risk Assessment Policy, procedures and tools to guide the Village's identification and management of asset risks including climate change.	Canadian Network of Asset Managers, AMBC, Other municipalities		✓					
	Develop and implement a climate change adaptation plan to identify long term infrastructure enhancements and integrate this plan into the Village's capital asset management program.	Municipal Natural Asset Initiative	✓						
Establish Key Performance Measures and a Reporting System	Research asset management performance indicators and select measures right for a small municipality like Ashcroft.			✓					
	Develop and implement an Asset Performance Measurement and Reporting system to guide the tracking and reporting of asset performance measures.		✓						

	Establish a systematic performance measurement procedure.			✓			
	Select "comparable other" municipalities against which the Village can benchmark asset performance.				✓		
	Set realistic, but challenging, performance targets to drive improvement in asset conditions and service quality.			✓			
	Develop and implement a citizen-friendly reporting system to help citizens understand the condition of Village assets and monitor performance trends.			✓			
	Link performance measurement with annual business planning processes.		✓				

Appendix 1

What Assets do we have?

Council uses infrastructure assets to provide services to the community. A select range of infrastructure assets and the services provided from the assets are shown in Table 1.

Table 1: Assets used for providing Services

Asset Class	Description	Services Provided
Water	Water Treatment Plant, Water mains, pump stations, PRV, reservoirs and other ancillary assets	Provide a reliable, efficient, and safe drinking water system for the community.
Sanitary	Sewer Treatment Plant, Sanitary sewer mains, lift stations and other ancillary assets	Underground carriage system specifically for transporting wastewater from houses and commercial buildings to treatment plant.
Drainage	Storm sewer network, culverts and other structures, such as debris basin, are the major drainage assets.	Carry overland drainage flows, natural streams and flood waters below earth fill structures to protect roads and properties from water damage.
Transportation	Roads, sidewalks street lighting, retaining walls and other engineering structures form the transportation network.	Transportation network helps motorists and pedestrians get safely from one point to another
Parks	All built facilities on parkland, including sports field assets, playgrounds, trails & pathways, parking lots, tennis courts, and other park structures.	A well planned, park network provide attractive places for play, rest and relaxation. The community views parks infrastructure as essential to their enjoyment and standard of living in the District
Buildings & Structures	Buildings range from complex community recreation centres and office/commercial buildings to simple ancillary buildings.	Buildings are required to accommodate the statutory based activities for the District as well as to support cultural, economic, and community development activities. In addition, the District currently owns, and periodically acquires, real estate holdings whose primary value is strategic for land development.
Vehicle and equipment	All the IT, engineering, fire, recreation equipment and vehicles	Various