

The Corporation of the District of Saanich

# Report

**To:** Mayor and Council  
**From:** Harley Machielse, Director of Engineering  
**Date:** March 4, 2026  
**Subject:** Asset Management Program Update 2025  
**File:** 4100.4117

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## RECOMMENDATIONS

That Council receive this report for information.

## PURPOSE

The purpose of this report is to provide Council with an annual update on the Asset Management (AM) Program for the year ending December 31, 2025. This report is in accordance with the *AM Strategy* (Strategy 10, Project 10.3), which was approved by Council on July 10, 2023, and is found on the public website at [saanich.ca/assetmanagement](http://saanich.ca/assetmanagement).

## BACKGROUND

Saanich is responsible for the delivery of a wide range of services to the community, and delivery of these services is enabled by its physical assets, including engineered (i.e. built) and natural assets.

The goal of Saanich’s AM Program is “to develop and implement a District-wide, systematic, and consistent approach to managing Saanich’s physical assets which ensures that decisions regarding levels of service (LoS), asset maintenance, renewal and replacement, and funding are sustainable over the long term”. Implementation of the AM Program involves balancing LoS, risks and costs to achieve sustainable service delivery, as shown in Figure 1.



Figure 1 - Sustainable Service Delivery

As shown in Figure 2, Saanich has been advancing its AM Program since 2007, and implementation of the *AM Strategy* will further advance Saanich’s AM maturity.

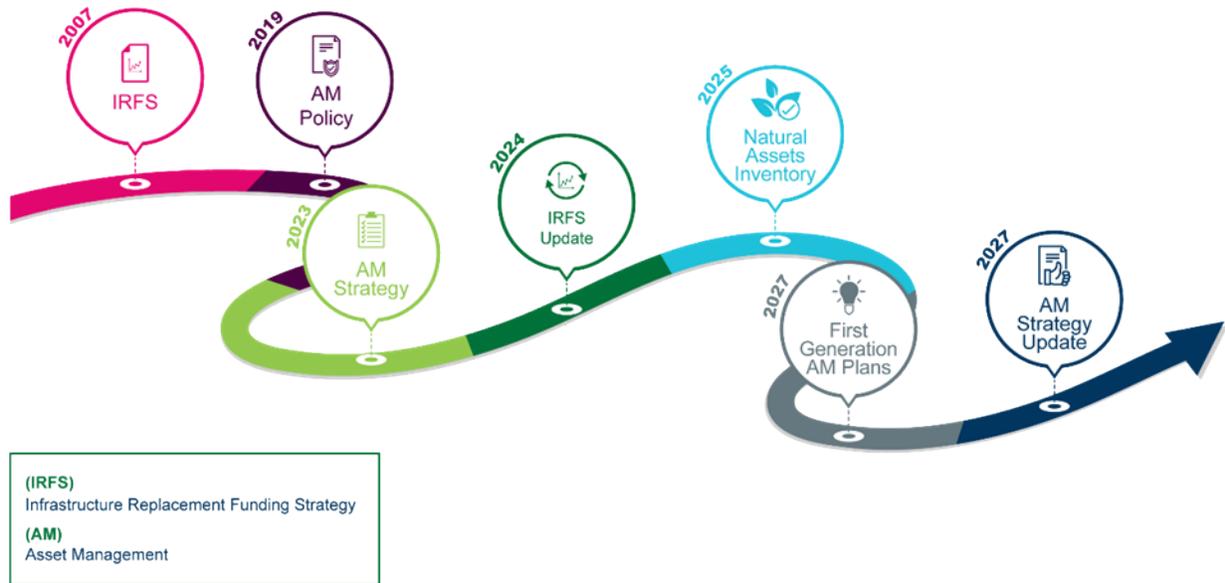


Figure 2 – Saanich’s Asset Management Journey

## DISCUSSION

### State of Assets Report

Attachment 1 provides the State of Assets Report (SOAR) 2025, which shows the current state of Saanich’s assets in terms of information such as quantity, age, value and condition. The information presented is a snapshot of the asset data contained in Saanich’s existing systems as of December 31, 2025, and is expected to become more accurate over time.

The estimated replacement value (RV) of Saanich’s built assets is approximately \$5.8 billion (\$2025). For natural assets, a preliminary estimate of RV (based on rehabilitation costs) is in the range of approximately \$2 to \$10 billion (\$2025), and a preliminary estimate of Annual Service Value (ASV) is in the range of approximately \$23 to \$139 million per year (\$2025). These estimates were updated from 2024 dollars to 2025 dollars by adjusting unit costs by an inflation factor of 3.6%.<sup>1</sup> In 2025, the District of Saanich continued to experience significant increases in construction costs due to inflation (e.g. increased equipment, labour and material costs) and regulatory changes (e.g. increased contaminated soil disposal requirements and costs).

### Status of the *AM Strategy* Implementation Plan 2023-2027

As shown in Figure 3, the *AM Strategy* Implementation Plan 2023-2027 prioritizes ten strategies for continuous improvement in the short and medium term, and there are a total of forty-eight projects identified under these strategies. Attachment 2 provides the status of each project as of December 31, 2025.

<sup>1</sup> Statistics Canada, Table 18-10-0289-01, Building construction price indexes, by type of building and division, 2023=100, Factory, Victoria, British Columbia.



Figure 3 - Implementation Plan 2023-2027

Overall, the status of the forty-eight projects at the end of 2025 is as follows:

- Eighteen projects are complete
- Ten projects are behind schedule, in that they haven't started yet due to competing priorities, however all of these projects are still expected to be completed by 2027
- Thirteen projects are underway and either ahead of schedule or on-track
- Seven projects are scheduled to start in 2026 or 2027

Key areas of focus for 2026 include:

- Assets – Purchase new AM software capacity, subject to funding approval
- Information – Continue work on the nine first-generation AM Plans
- Finances – Implement new capital budget software
- People – Start to implement the AM Competency Management Program

### Asset Management Maturity Assessment

Attachment 3 provides the state of Saanich's overall AM maturity at the end of 2025 as measured using FCM's Asset Management Readiness Scale (AMRS). The AMRS has five Levels representing improvement from informal (Level 1) to advanced (Level 5) AM practices. As shown in Figure 4, the spider graph demonstrates the District's maturity in asset management practice areas. In 2025, Saanich's overall maturity improved to an average score of 2.9 (from an average score of 2.5 at the end of 2023) through continuous improvement in asset management practices across the organization.

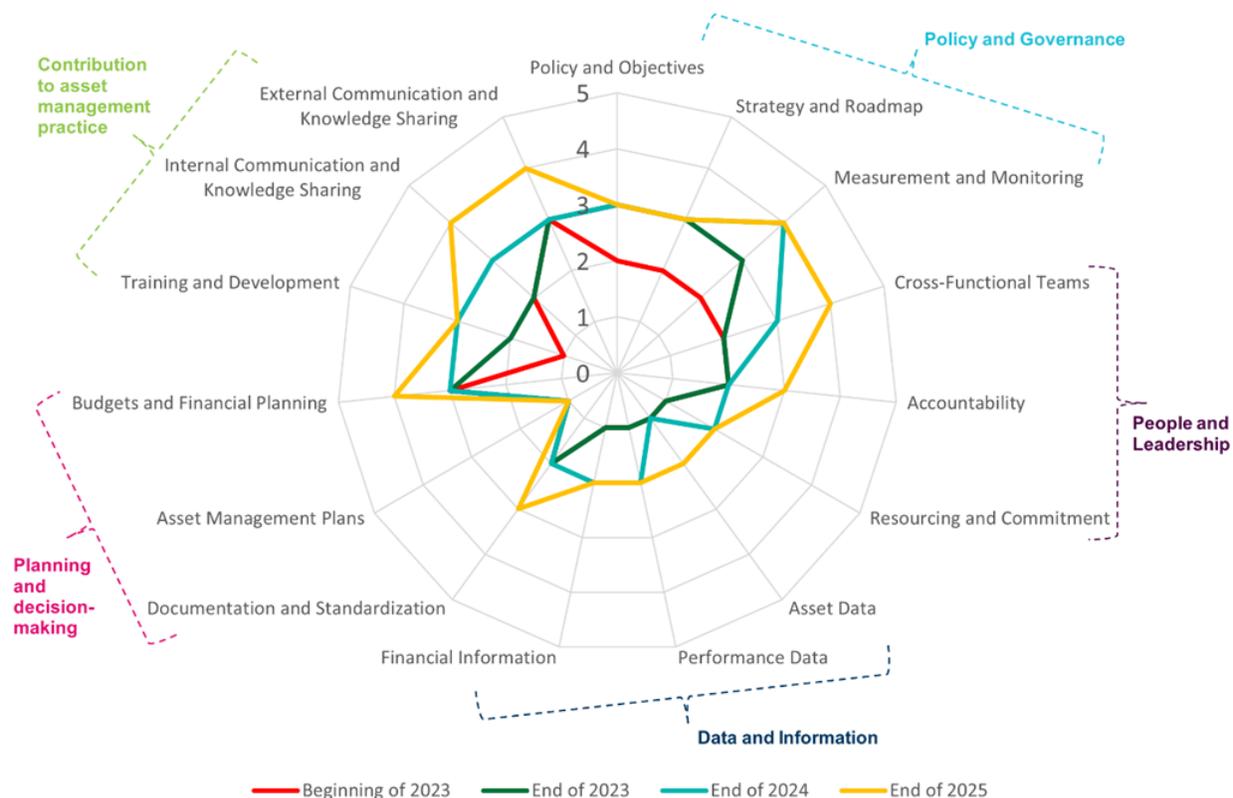


Figure 4 - Continuous Improvement of Saanich's AM Practices

## Financial Indicators

The *AM Strategy* identifies several financial indicators for tracking progress of the AM Program. As these financial indicators require completed AM Plans, reporting will start after completion of the first-generation AM Plans.

The Infrastructure Replacement Funding Strategy (IRFS) defines the annual funding gap for asset replacement as “the percentage of the target annual replacement funding that is not currently funded”. As illustrated in Figure 4, this gap has steadily declined over time as Council has progressively increased replacement funding levels. In 2007, the funding gap stood at 70%; by 2025, it had decreased to 48%. The IRFS had anticipated a smaller gap in 2025, however the planned 2025 tax increase of 1.5% for annual replacement funding was reduced to 1.15% as part of approval of the 2025 Financial Plan; the IRFS planned rate increases were approved in the 2025 Financial Plan.

While this trend represents meaningful progress, it remains important to continue the path towards sustainable funding established through the IRFS. An ongoing annual replacement funding gap indicates that physical assets are not being replaced or renewed as they reach the end of their expected service lives, which increases the risk of asset failure, leads to declining service levels, and places a greater financial burden on future generations.

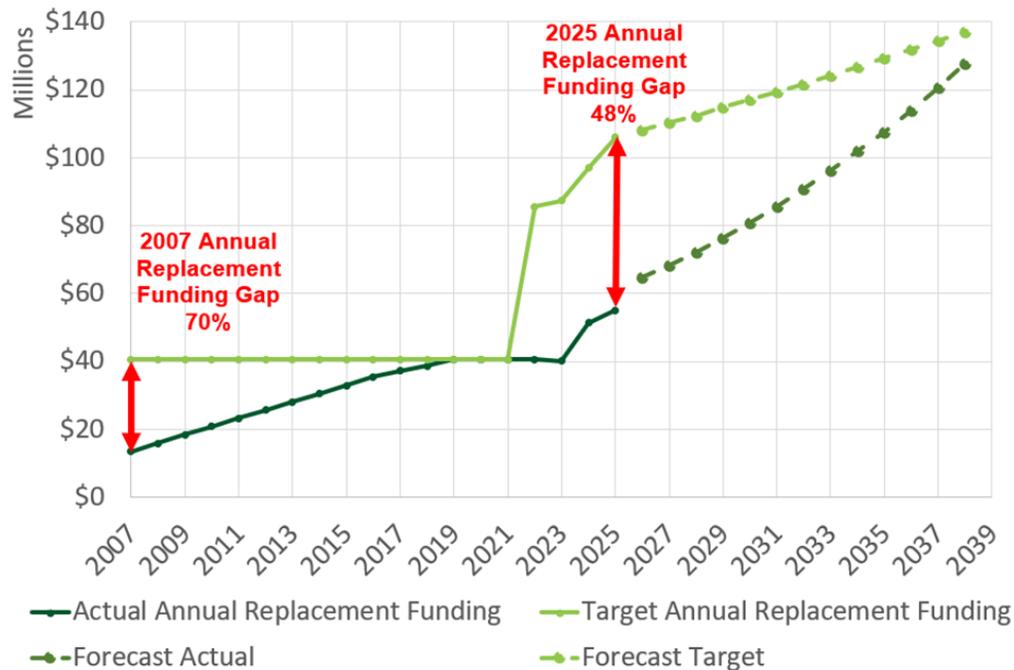


Figure 5 – Infrastructure Replacement Funding Gap

## Federal and Provincial Asset Management Reporting Requirements

The AM Program will prepare Saanich to meet the Asset Management Commitments under the UBCM/Saanich 2024-2034 Canada Community-Building Fund (CCBF) agreement, including:

- Reporting on continuous improvement of AM practices
  - Submit annual asset management data through the Local Government Data Entry (LGDE) System
  - Submit annual reports on education/training through the CCBF Annual Expenditure Reporting
- Developing and implementing Long-term Financial Plans (LTFFP)
  - Submit LTFFP for 1 core service by 2030 (core services are drinking water, wastewater, stormwater, roads, solid waste, and parks and recreation)
  - Submit LTFFPs for all core services by 2034
  - Integrate LTFFPs with Asset Management Plans using a forecast of 20-100 years
  - Establish sustainable annual funding (spread costs across generations by funding assets as they are consumed, incorporating intergenerational equity)
  - Identify funding sources
- Providing ongoing AM education and training
  - Meet minimum asset management education requirements
  - Commit to improving asset management awareness, education and training, including education and training for elected officials, CAOs, CFOs and Staff
- Implementing AM performance measurement
  - Report through LGDE on several internationally adopted financial indicators, such as Operating Surplus Ratio and Asset Sustainability Ratio

## Communications

The District of Saanich was honoured to be selected as the President’s Committee Choice at the 2025 UBCM Community Excellence Awards for the *Asset Management Strategy and Implementation Plan*. Information about Saanich’s asset management program will continue to be shared with other local governments to learn from our experience. This report will be posted on the public website ([saanich.ca/assetmanagement](http://saanich.ca/assetmanagement)) and shared on social media.

## COUNCIL OPTIONS

1. **Recommended:** That Council receive this report for information.
2. That Council provide alternate direction to Staff.

## FINANCIAL IMPLICATIONS

This report highlights that Saanich is currently not meeting the planned tax increases set out in the Infrastructure Replacement Funding Strategy (IRFS) and that the timeline for reaching sustainable asset replacement funding levels is now expected to extend beyond 2038.

## STRATEGIC PLAN IMPLICATIONS

The work outlined in this report supports Council’s 2023-2027 Strategic Plan, which includes the following under the theme of Organizational Excellence, Objective 6.5: “We practice asset management to support the sustainability of our services”.

## CONCLUSION

Saanich’s AM Program progressed in 2025 in accordance with the *AM Strategy* Implementation Plan 2023-2027, and this work will continue in 2026. Going forward, Council will continue to receive an annual update on progress of the AM Program towards the goal of sustainable service delivery.

Prepared by: Jacqueline Weston, Asset Mgmt Program Manager

Reviewed by: Paul Arslan, Director of Finance  
Suzanne Samborski, Director of Parks, Recreation and Community Services  
Trevor Hurst, Chief Information Officer

Approved by: Harley Machielse, Director of Engineering

### Attachments:

1. State of Assets Report 2025
2. Status of the *AM Strategy* Implementation Plan 2023-2027
3. Asset Management Maturity Assessment 2025

## ADMINISTRATOR’S COMMENTS:

I endorse the recommendation from the Director of Engineering.

Brent Reems, Chief Administrative Officer

## Attachment 1 – State of Assets Report 2025

The following pages provide the State of Assets Report (SOAR) 2025, which shows the asset data in Saanich’s Asset Management (AM) Dashboard at the end of 2025. Please note that the information presented is a snapshot of the asset data currently in Saanich’s systems, and that it is expected to become more accurate over time. SOAR 2025 includes an overall summary, and then one page for each of Saanich’s nine asset types.

The Natural Assets Inventory was developed by Natural Assets Initiative and Green Analytics, as part of the Natural Assets Inventory project completed in 2024.<sup>1</sup>

Note that Replacement Value estimates were developed by updating 2024 dollars to 2025 dollars by 3.6% based on the Statistics Canada Building Construction Price Index for Victoria BC.<sup>2</sup>

Other key changes for SOAR 2025 include:

- Drainage Asset Type
  - Box Culvert and Culvert quantity increased due to transfer of responsibility from Transportation Asset Type.
  - Lateral quantity increased based on 2025 field data collection project.
  - Physical condition ratings changed because laterals added to the system have unknown age/condition.
- Facilities Asset Type
  - Quantity decreased due to removal of rental properties, which are managed and funded separately (not part of the Infrastructure Replacement Funding Strategy).
  - Replacement Value increased and physical condition updated based on the results of a recent condition assessment.
- Transportation Asset Type
  - Bridge quantity decreased due to transfer of responsibility for several culvert structure to other Asset Types.
  - Bus Stop quantity increased due to update of roles & responsibilities with BC Transit.
  - Added two new Asset Groups: Cycling Facilities, Retaining Walls
  - Physical Condition: Added new category of “Unknown” where asset age is unknown, and no condition assessment is available.
- Vehicles & Equipment Asset Type
  - Quantities changed due to acquisition and disposal of assets in 2025, and data quality improvements.
  - Physical condition changed due to data quality improvements.

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<sup>1</sup> Natural Assets Initiative (NAI). (2024). *Toward natural asset management in the District of Saanich, British Columbia: Summar of inventory results and recommendations*.

<sup>2</sup> Statistics Canada, Table 18-10-0289-01, *Building construction price indexes, by type of building and division, 2023=100*, Factory, Victoria, British Columbia.



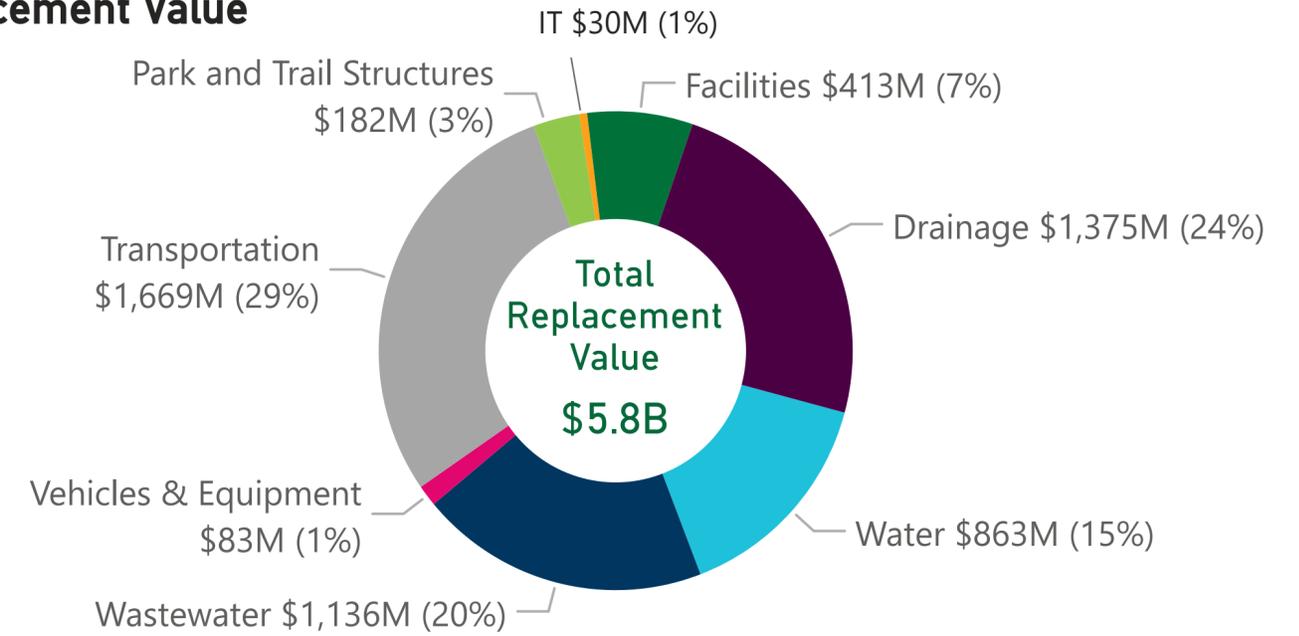
# Overall

# 2025

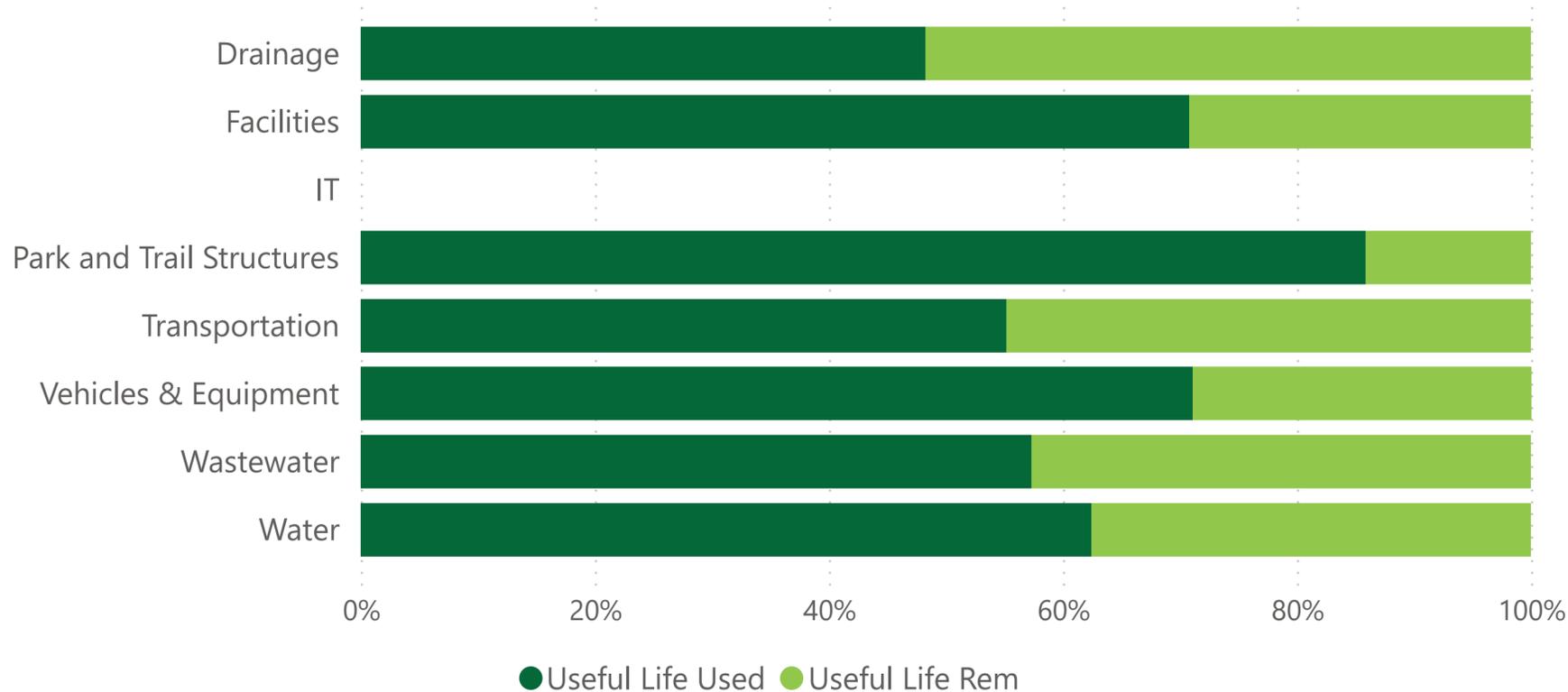
## Asset Groups

Asset Group	Average Age	Average Useful Life	Replacement Value	Target Annual Funding	Current Annual Funding
Drainage	37	77	\$1,375M	\$19.9M	\$8.7M
Facilities	34	48	\$413M	\$8.7M	\$5.9M
IT		10	\$31M	\$4.6M	\$2.9M
Park and Trail Structures	33	38	\$182M	\$6.8M	\$3.9M
Transportation	49	89	\$1,669M	\$28.5M	\$9.6M
Vehicles & Equipment	10	14	\$83M	\$7.5M	\$5.5M
Wastewater	46	80	\$1,136M	\$16.3M	\$8.1M
Water	44	70	\$863M	\$13.7M	\$10.5M
<b>Total</b>	<b>53</b>	<b>76</b>	<b>\$5,752M</b>	<b>\$106.0M</b>	<b>\$55.1M</b>

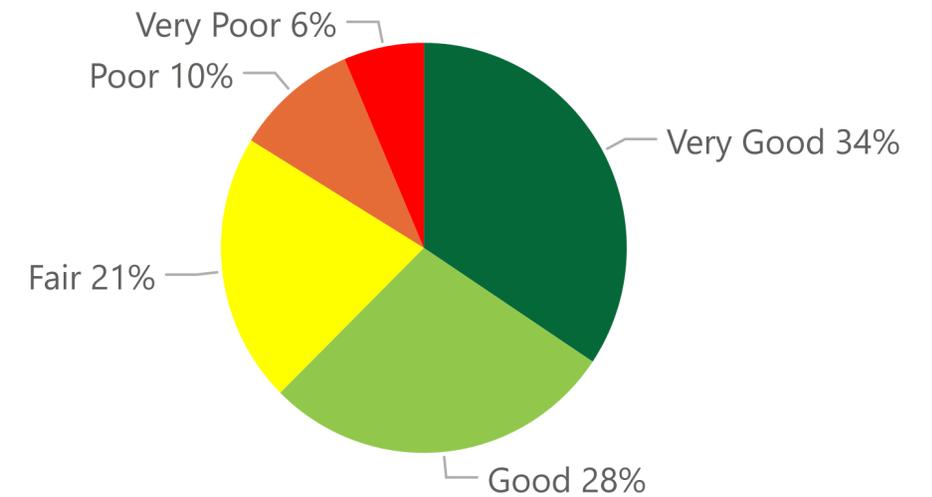
## Replacement Value



## Remaining Useful Life



## Physical Condition



## Services

General Government Services, Parks Services, Protective Services, Recreation & Community Services, Solid Waste Services, Stormwater Management Services, Transportation Services, Wastewater Collection Services, Water Distribution Services

## Natural Assets





# Drainage

# 2025



Asset Group	Quantity	Quantity Units	Average Age	Average Useful Life	Replacement Value	Target Annual Funding
Box Culvert	8	Km	44	94	\$40M	\$0.4M
Culvert	19	Km	30	68	\$33M	\$0.5M
Lateral	234	Km	30	60	\$371M	\$6.9M
Main	561	Km	40	84	\$931M	\$12.0M
Pump Station	1	Pump Station	32	20	\$1M	\$0.0M
<b>Total</b>	<b>823</b>		<b>37</b>	<b>77</b>	<b>\$1,375M</b>	<b>\$19.9M</b>

Replacement Value <b>\$1,375M</b>	Target Annual Funding <b>\$19.9M</b>	Current Annual Funding <b>\$8.7M</b>
Average Useful Life (years) <b>77</b>	Backlog <b>\$104M</b>	Annual Funding Gap (%) <b>56</b>

Asset Type

Drainage

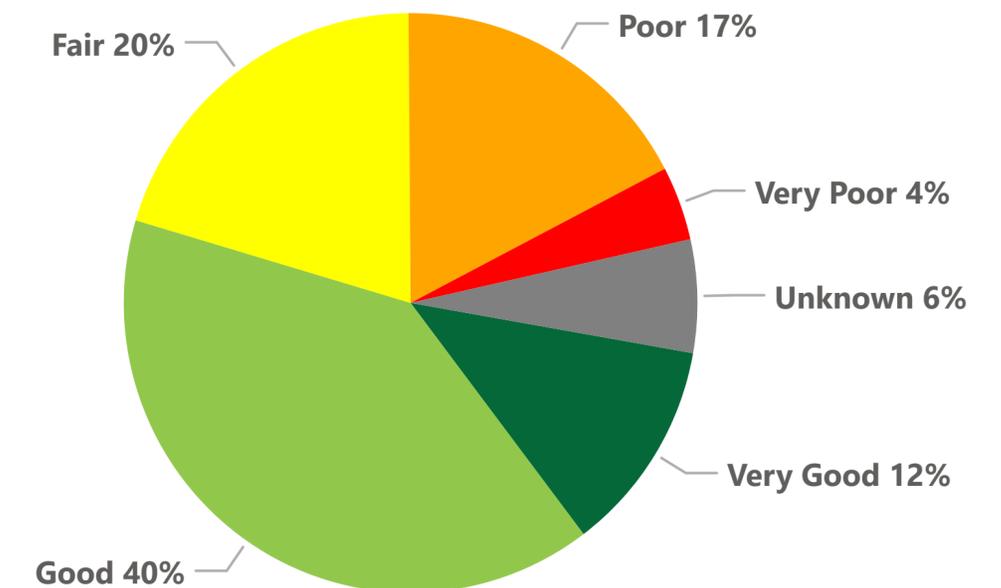
## Services

General Government Services, Parks Services, Protective Services, Recreation & Community Services, Solid Waste Services, Stormwater Management Services, Transportation Services, Wastewater Collection Services, Water Distribution Services

## Risk of Asset Failure

		Impact				
		Negligible	Minor	Moderate	Major	Catastrophic
Likelihood	Unknown	\$1,373M				
	Almost Certain	5	\$0M	\$0M	\$0M	\$0M
	Likely	4	\$0M	\$0M	\$0M	\$1M
	Possible	3	\$0M	\$0M	\$0M	\$0M
	Unlikely	2	\$0M	\$0M	\$1M	\$0M
	Rare	1	\$0M	\$0M	\$0M	\$0M

## Physical Condition





# Facilities

# 2025



Asset Group	Quantity	Quantity Units	Average Age	Average Useful Life	Replacement Value	Target Annual Funding
Municipal Facility	33	Municipal Facility	34	48	\$413M	\$8.7M
<b>Total</b>	<b>33</b>		<b>34</b>	<b>48</b>	<b>\$413M</b>	<b>\$8.7M</b>

Replacement Value <b>\$413M</b>	Target Annual Funding <b>\$8.7M</b>	Current Annual Funding <b>\$5.9M</b>
Average Useful Life (years) <b>48</b>	Backlog <b>\$159M</b>	Annual Funding Gap (%) <b>32</b>

Asset Type

Facilities

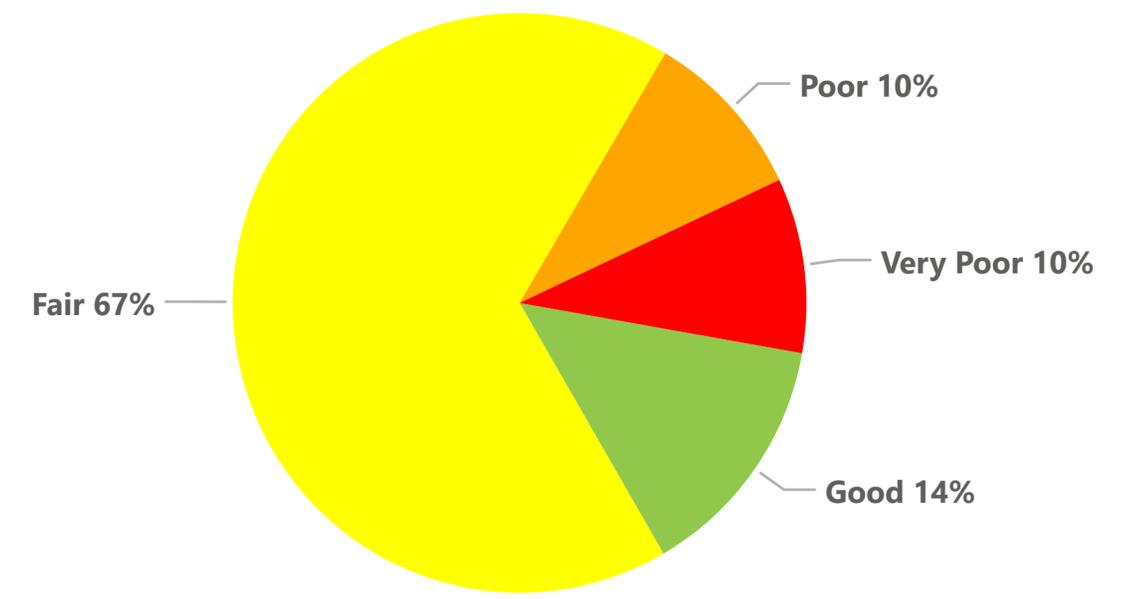
## Services

General Government Services, Parks Services, Protective Services, Recreation & Community Services, Solid Waste Services, Stormwater Management Services, Transportation Services, Wastewater Collection Services, Water Distribution Services

**Risk of Asset Failure**

		Impact				
		Negligible	Minor	Moderate	Major	Catastrophic
Likelihood	Unknown	\$413M				
	Almost Certain	5	\$0M	\$0M	\$0M	\$0M
	Likely	4	\$0M	\$0M	\$0M	\$0M
	Possible	3	\$0M	\$0M	\$0M	\$0M
	Unlikely	2	\$0M	\$0M	\$0M	\$0M
	Rare	1	\$0M	\$0M	\$0M	\$0M

## Physical Condition





# IT

# 2025



Asset Group	Quantity	Quantity Units	Average Age	Average Useful Life	Replacement Value	Target Annual Funding
Hardware				6	\$18M	\$3.4M
Software				15	\$13M	\$1.2M
<b>Total</b>				<b>10</b>	<b>\$31M</b>	<b>\$4.6M</b>

Replacement Value <b>\$31M</b>	Target Annual Funding <b>\$4.6M</b>	Current Annual Funding <b>\$2.9M</b>
Average Useful Life (years) <b>10</b>	Backlog <b>\$31M</b>	Annual Funding Gap (%) <b>37</b>

Asset Type

IT

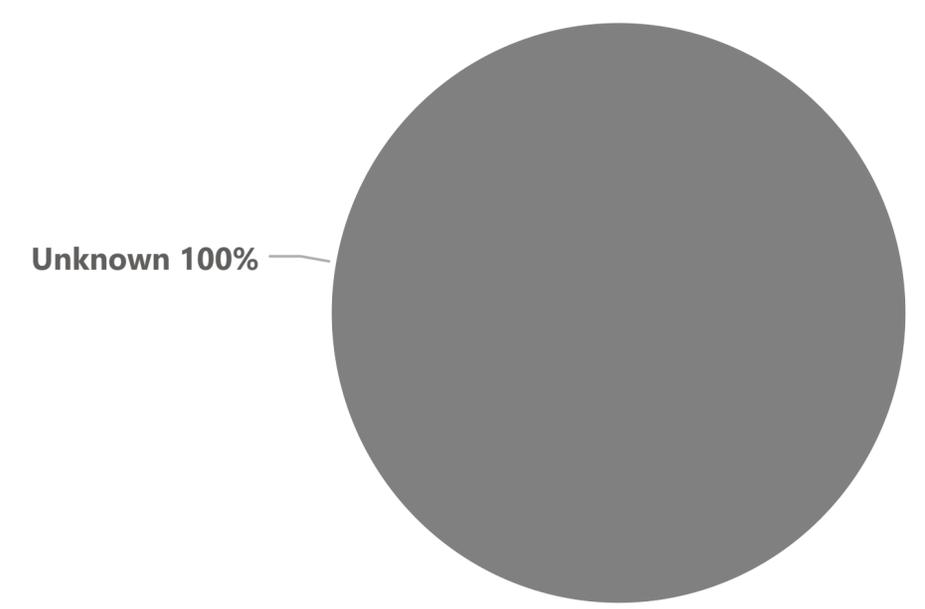
## Services

General Government Services, Parks Services, Protective Services, Recreation & Community Services, Solid Waste Services, Stormwater Management Services, Transportation Services, Wastewater Collection Services, Water Distribution Services

### Risk of Asset Failure

		Impact				
		Negligible	Minor	Moderate	Major	Catastrophic
Likelihood	Unknown	\$31M				
	Almost Certain	5	\$0M	\$0M	\$0M	\$0M
	Likely	4	\$0M	\$0M	\$0M	\$0M
	Possible	3	\$0M	\$0M	\$0M	\$0M
	Unlikely	2	\$0M	\$0M	\$0M	\$0M
	Rare	1	\$0M	\$0M	\$0M	\$0M

### Physical Condition





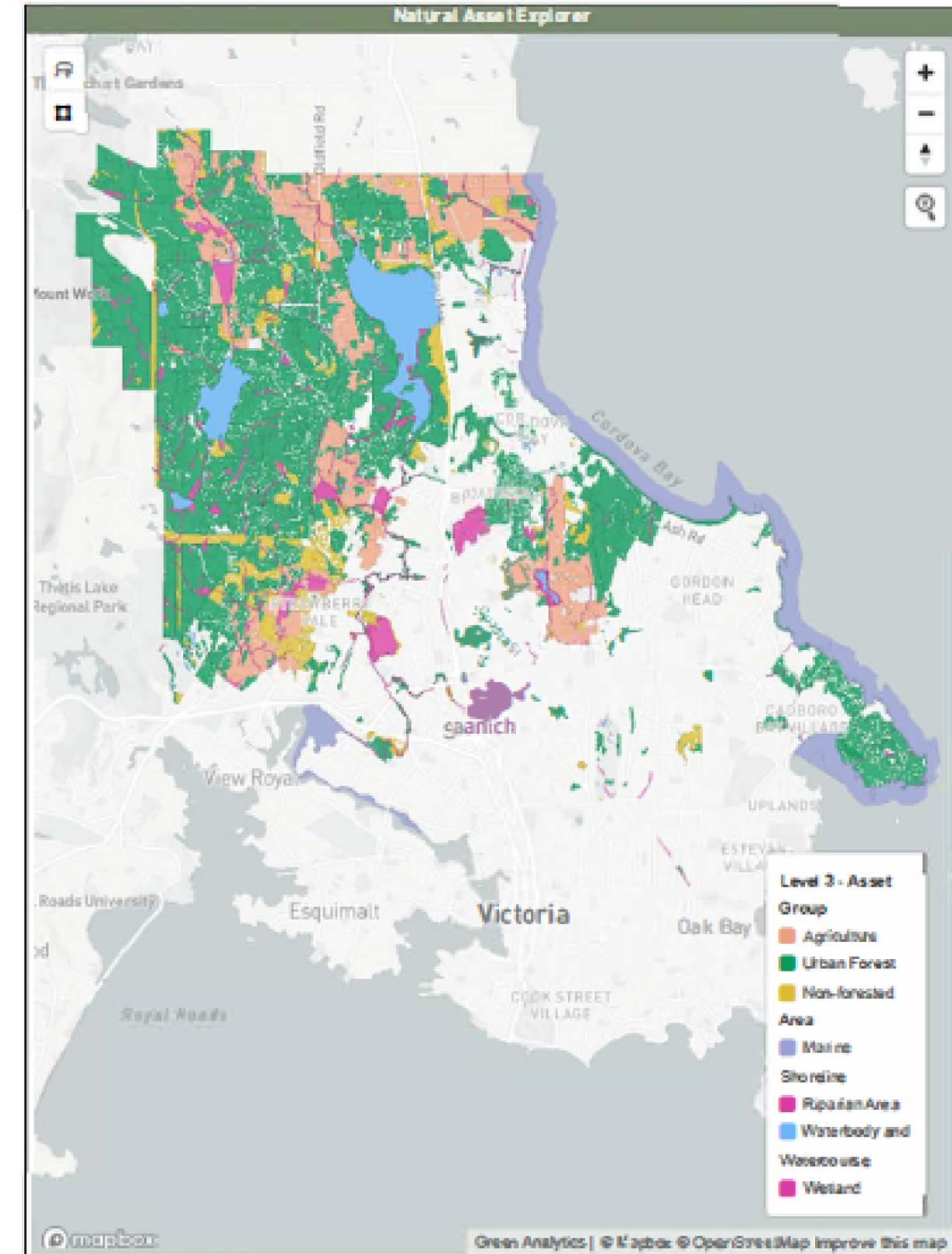
# Natural

# 2025



Asset Group	Quantity
Agriculture	910 ha
Marine Shoreline	700 ha
Non-forested Area	478 ha
Riparian	207 ha
Urban Forest	3,481 ha
Waterbody and Watercourse	360 ha
Wetland	239 ha

**Total**      **6,375 ha natural areas**  
**377,712 individual trees**  
**142 km watercourses**



Asset Type

Natural Assets



## Services

General Government Services, Parks Services, Protective Services, Recreation & Community Services, Solid Waste Services, Stormwater Management Services, Transportation Services, Wastewater Collection Services, Water Distribution Services

## Preliminary Valuation (\$2025)

Asset Group	Replacement (Rehabilitation) Value	Annual Service Value (\$/year)
Agriculture	Future assessment	\$0.4 to \$5.2 million
Marine Shoreline	Future assessment	\$2.0 to \$7.7 million
Non-forested Area	\$0.1 to \$0.3 billion	\$1.5 to \$10.4 million
Riparian Area	Future assessment	\$0.3 to \$0.6 million
Urban Forest	\$1.0 billion to \$8.4 billion	\$16.6 to \$90.7 million
Waterbody & Watercourse	\$0.4 to \$0.8 billion	\$1.4 to \$4.8 million
Wetland	\$0.1 to \$0.3 billion	\$1.2 to \$19.2 million
<b>Total</b>	<b>Range \$2 to \$10 billion</b>	<b>\$23 to \$139 million</b>



# Park and Trail Structures

# 2025



Asset Group	Quantity	Quantity Units	Average Age	Average Useful Life	Replacement Value	Target Annual Funding
Footbridge	96	Footbridge	23	21	\$16M	\$0.9M
Irrigation System	1,559	Zone	13	20	\$5M	\$0.2M
Park Building	86	Park Building	49	67	\$38M	\$0.6M
Parking Lot	72	Parking Lot	33	35	\$12M	\$0.4M
Playground	56	Playground	15	20	\$12M	\$0.6M
Roads	4	Km	55	160	\$7M	\$0.0M
Sports Court	50	Court	31	20	\$24M	\$1.2M
Sports Field	56	Sports Field	32	28	\$50M	\$1.8M
Trail	124	Km	24	22	\$18M	\$1.0M
<b>Total</b>	<b>2,103</b>		<b>33</b>	<b>38</b>	<b>\$182M</b>	<b>\$6.8M</b>

Replacement Value <b>\$182M</b>	Target Annual Funding <b>\$6.8M</b>	Current Annual Funding <b>\$3.9M</b>
Average Useful Life (years) <b>38</b>	Backlog <b>\$85M</b>	Annual Funding Gap (%) <b>43</b>

Asset Type

Park and Trail Structures

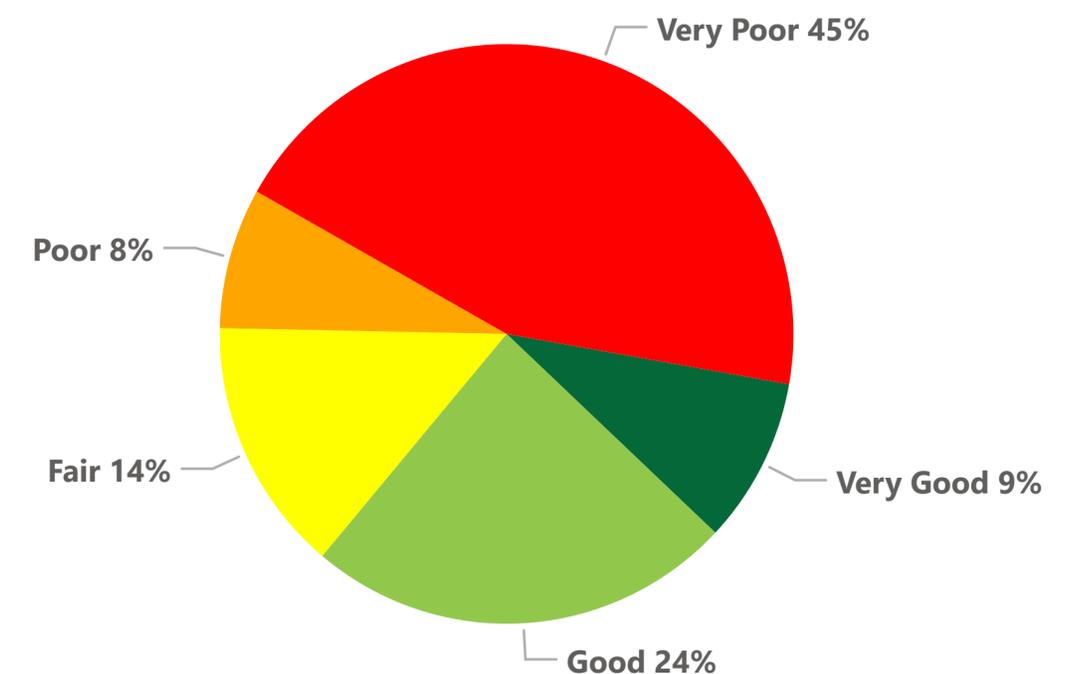
## Services

General Government Services, Parks Services, Protective Services, Recreation & Community Services, Solid Waste Services, Stormwater Management Services, Transportation Services, Wastewater Collection Services, Water Distribution Services

### Risk of Asset Failure

		Impact					
		Negligible	Minor	Moderate	Major	Catastrophic	
Likelihood	Unknown \$182M	1	2	3	4	5	
	Almost Certain	5	\$0M	\$0M	\$0M	\$0M	\$0M
	Likely	4	\$0M	\$0M	\$0M	\$0M	\$0M
	Possible	3	\$0M	\$0M	\$0M	\$0M	\$0M
	Unlikely	2	\$0M	\$0M	\$0M	\$0M	\$0M
	Rare	1	\$0M	\$0M	\$0M	\$0M	\$0M

### Physical Condition





# Transportation

# 2025



Asset Group	Quantity	Quantity Units	Average Age	Average Useful Life	Replacement Value	Target Annual Funding
Bridge	42	Bridge	44	74	\$89M	\$1.0M
Bus Stop	273	Bus Stop	10	30	\$5M	\$0.2M
Controlled Crosswalk	124	Controlled Crosswalk	9	30	\$2M	\$0.1M
Cycling Facility	18	Centreline Km	4	45	\$12M	\$0.3M
Pedestrian Facility	292	Km	30	70	\$226M	\$3.8M
Retaining Wall	92	Retaining Wall	2	67	\$46M	\$0.7M
Roads	567	Centreline Km	56	98	\$1,228M	\$20.5M
Signal	120	Signal	15	18	\$17M	\$0.5M
Street Lighting	9,339	Streetlight	41	30	\$44M	\$1.5M
<b>Total</b>	<b>11,433</b>		<b>49</b>	<b>89</b>	<b>\$1,669M</b>	<b>\$28.5M</b>

Replacement Value <b>\$1,669M</b>	Target Annual Funding <b>\$28.5M</b>	Current Annual Funding <b>\$9.6M</b>
Average Useful Life (years) <b>89</b>	Backlog <b>\$200M</b>	Annual Funding Gap (%) <b>66</b>

Asset Type

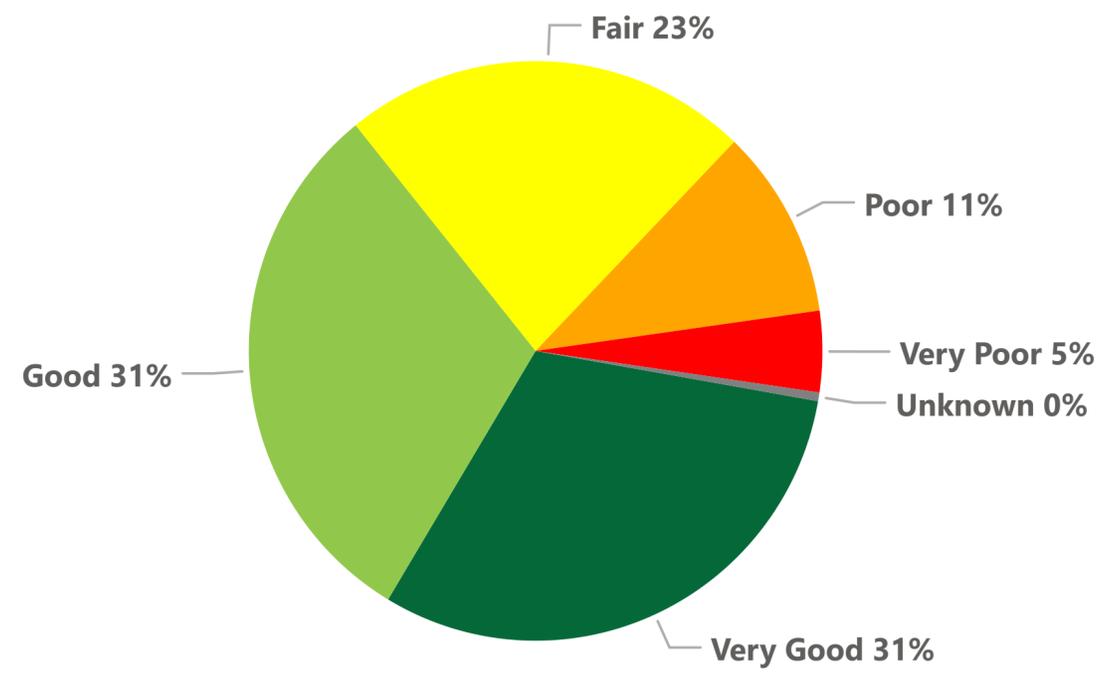
Transportation

## Services

General Government Services, Parks Services, Protective Services, Recreation & Community Services, Solid Waste Services, Stormwater Management Services, Transportation Services, Wastewater Collection Services, Water Distribution Services

		Impact					
		Negligible	Minor	Moderate	Major	Catastrophic	
		1	2	3	4	5	
Likelihood	Unknown	\$66M					
	Almost Certain	5	\$21M	\$8M	\$12M	\$5M	\$7M
	Likely	4	\$88M	\$28M	\$26M	\$16M	\$17M
	Possible	3	\$168M	\$39M	\$51M	\$88M	\$47M
	Unlikely	2	\$249M	\$64M	\$83M	\$50M	\$66M
Rare	1	\$213M	\$43M	\$71M	\$43M	\$98M	

## Physical Condition





# Vehicles & Equipment

# 2025



Asset Group	Quantity	Quantity Units	Average Age	Average Useful Life	Replacement Value	Target Annual Funding
Equipment	355	Unit	15	19	\$21M	\$1.9M
Vehicles - Fire	40	Unit	8	15	\$15M	\$1.0M
Vehicles - Fleet	275	Unit	8	12	\$41M	\$3.7M
Vehicles - Police	99	Unit	4	7	\$6M	\$0.9M
<b>Total</b>	<b>769</b>		<b>10</b>	<b>14</b>	<b>\$83M</b>	<b>\$7.5M</b>

Replacement Value <b>\$83M</b>	Target Annual Funding <b>\$7.5M</b>	Current Annual Funding <b>\$5.5M</b>
Average Useful Life (years) <b>14</b>	Backlog <b>\$21M</b>	Annual Funding Gap (%) <b>27</b>

Asset Type

Vehicles & Equipment

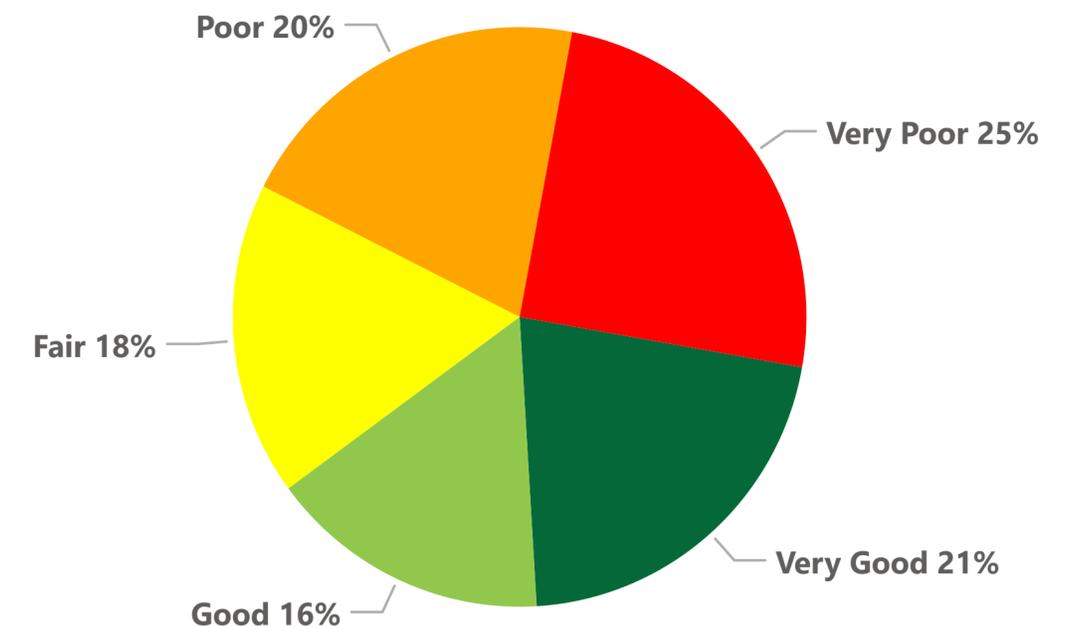
## Services

General Government Services, Parks Services, Protective Services, Recreation & Community Services, Solid Waste Services, Stormwater Management Services, Transportation Services, Wastewater Collection Services, Water Distribution Services

## Risk of Asset Failure

		Impact					
		Negligible	Minor	Moderate	Major	Catastrophic	
Likelihood	Unknown	\$46M					
	Almost Certain	5	\$0M	\$0M	\$8M	\$1M	\$0M
	Likely	4	\$0M	\$0M	\$11M	\$1M	\$0M
	Possible	3	\$0M	\$0M	\$4M	\$1M	\$0M
	Unlikely	2	\$0M	\$0M	\$6M	\$1M	\$0M
	Rare	1	\$1M	\$0M	\$3M	\$0M	\$0M

## Physical Condition





# Wastewater

# 2025



Asset Group	Quantity	Quantity Units	Average Age	Average Useful Life	Replacement Value	Target Annual Funding
Force Main	20	Km	33	91	\$24M	\$0.3M
Gravity Main	550	Km	47	83	\$1,061M	\$13.4M
Pump Station	36	Pump Station	31	20	\$51M	\$2.6M
<b>Total</b>	<b>606</b>		<b>46</b>	<b>80</b>	<b>\$1,136M</b>	<b>\$16.3M</b>

Replacement Value <b>\$1,136M</b>	Target Annual Funding <b>\$16.3M</b>	Current Annual Funding <b>\$8.1M</b>
Average Useful Life (years) <b>80</b>	Backlog <b>\$101M</b>	Annual Funding Gap (%) <b>50</b>

Asset Type

Wastewater

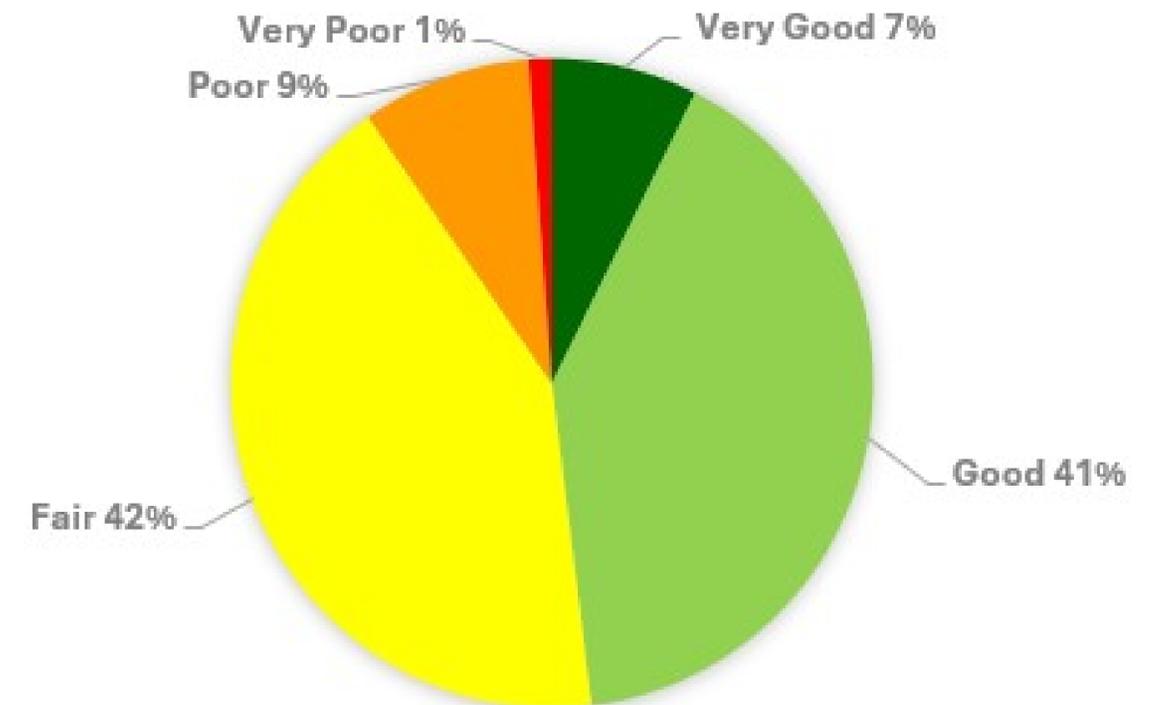
## Services

General Government Services, Parks Services, Protective Services, Recreation & Community Services, Solid Waste Services, Stormwater Management Services, Transportation Services, Wastewater Collection Services, Water Distribution Services

## Risk of Asset Failure

		Impact					
		Negligible	Minor	Moderate	Major	Catastrophic	
Likelihood	Unknown \$28M	1	2	3	4	5	
	Almost Certain	5	\$0M	\$0M	\$1M	\$1M	\$0M
	Likely	4	\$2M	\$0M	\$44M	\$30M	\$6M
	Possible	3	\$1M	\$8M	\$51M	\$22M	\$4M
	Unlikely	2	\$9M	\$15M	\$146M	\$54M	\$13M
	Rare	1	\$21M	\$4M	\$461M	\$190M	\$23M

## Physical Condition





# Water

# 2025



Asset Group	Quantity	Quantity Units	Average Age	Average Useful Life	Replacement Value	Target Annual Funding
Main	547	Km	46	75	\$745M	\$10.2M
Meter	29,717	Water Meter	17	20	\$18M	\$0.9M
PRV Chamber	44	PRV Chamber	34	50	\$45M	\$0.9M
Pump Station	18	Pump Station	25	20	\$23M	\$1.1M
Reservoir	5	Reservoir	27	60	\$32M	\$0.5M
<b>Total</b>	<b>30,331</b>		<b>44</b>	<b>70</b>	<b>\$863M</b>	<b>\$13.7M</b>

Replacement Value <b>\$863M</b>	Target Annual Funding <b>\$13.7M</b>	Current Annual Funding <b>\$10.5M</b>
Average Useful Life (years) <b>70</b>	Backlog <b>\$152M</b>	Annual Funding Gap (%) <b>23</b>

Asset Type

Water

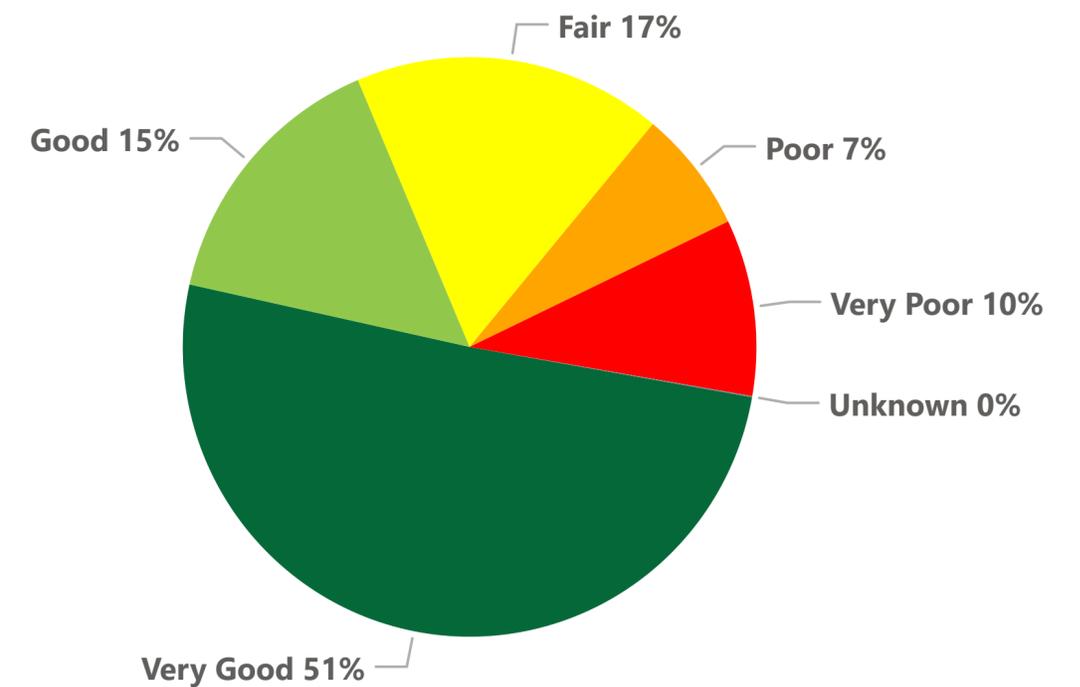
## Services

General Government Services, Parks Services, Protective Services, Recreation & Community Services, Solid Waste Services, Stormwater Management Services, Transportation Services, Wastewater Collection Services, Water Distribution Services

## Risk of Asset Failure

		Impact					
		Negligible	Minor	Moderate	Major	Catastrophic	
Likelihood	Unknown \$60M	1	2	3	4	5	
	Almost Certain	5	\$0M	\$5M	\$15M	\$22M	\$23M
	Likely	4	\$0M	\$3M	\$9M	\$9M	\$15M
	Possible	3	\$0M	\$9M	\$32M	\$26M	\$6M
	Unlikely	2	\$0M	\$0M	\$3M	\$2M	\$0M
	Rare	1	\$14M	\$0M	\$336M	\$141M	\$132M

## Physical Condition





Core Element	Strategy	#	Project Description	Status (End of 2025)	Short Term (1-2 y)		Medium Term (3-5 y)				
					2023	2024	2025	2026	2027		
		2.9	Assess Existing Software: VFA Facility/FAMIS360 for Parks Services decision-support and maintenance management.	Complete		X					
		2.10	Prepare a Business Case for providing AM software capacity.	Complete							
		2.11	Provide AM software capacity in accordance with the approved Business Case.	Not started							
		2.12	Begin to implement asset management software using a phased approach.	Not started							
<b>Information</b> 	Strategy 3: Complete NA Inventory	3.1	Complete a Natural Assets Inventory.	Complete			X				
	Strategy 4: Complete First-Generation AM Plans	4.1	Develop a Vehicles & Equipment AM Plan based on existing information.	On track							
		4.2	Develop a Wastewater AM Plan based on existing information.	Behind				X			
		4.3	Develop a Water AM Plan based on existing information.	Behind				X			
		4.4	Develop a Drainage AM Plan based on existing information.	Behind				X			
		4.5	Develop a Facilities AM Plan based on existing information.	On track							
		4.6	Develop an Information Technology AM Plan based on existing information.	Behind				X			
		4.7	Develop a Natural Assets AM Plan based on existing information.	Behind				X			
		4.8	Develop a Park & Trail Structures AM Plan based on existing information.	On track							
		4.9	Develop a Transportation AM Plan based on existing information.	On track							
<b>Finances</b> 	Strategy 5: Update IRFS	5.1	Update the Infrastructure Replacement Funding Strategy.	On track							
	Strategy 6: Develop Unit Cost DB	6.1	Develop a District-wide unit cost database.	Complete							

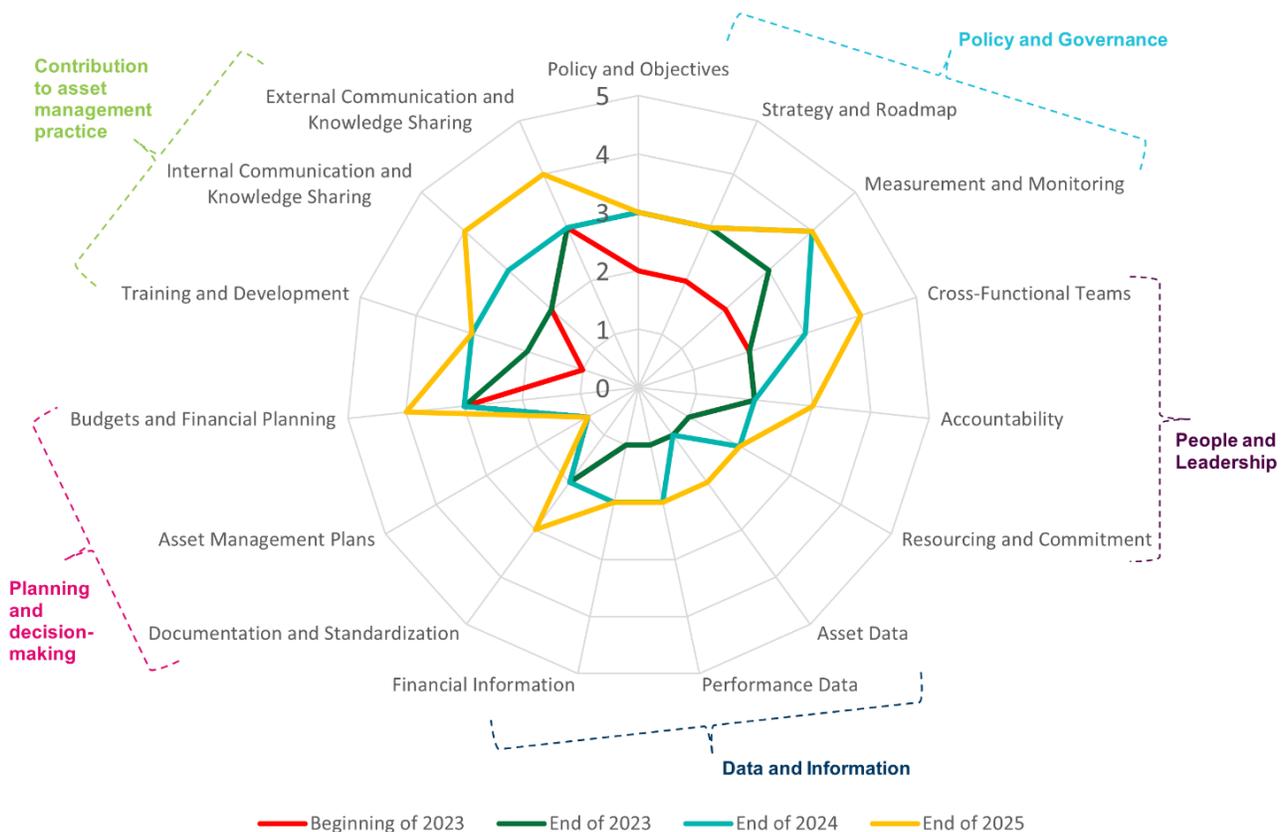


### Attachment 3 – Asset Management Maturity Assessment 2025

The following chart shows the improvement in Saanich’s AM maturity in 2025 based on FCM’s Asset Management Readiness Scale (ARMS), which is one of the AM Program Performance Measures identified in Section 5.7 of the *AM Strategy*.

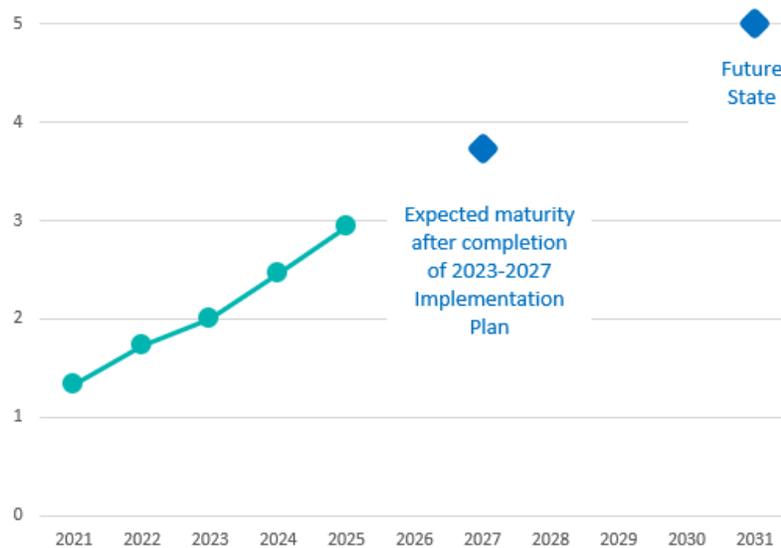
Each competency area is measured on a progressive improvement scale from Level 1 (informal) to Level 5 (advanced) as follows:

- Level 1 – Initial investigation into the competency area
- Level 2 – Beginning to integrate processes and systems into daily routines
- Level 3 – Integrating processes and systems into daily routines
- Level 4 – Regular monitoring and continuous improvement; this level is roughly aligned with the requirements of the ISO 55000 standard for AM
- Level 5 – Advanced maturity beyond the requirements of the ISO 55000 standard



Saanich's AMRS average maturity assessment scores demonstrate continuous improvement over time as follows and as shown below:

- 2021 (Pre-AM Strategy Project): Level 1.3
- 2023 (Pre-AM Strategy Approval): Level 1.7
- 2023 (End of 2023): Level 2.0
- 2024 (End of 2024): Level 2.5
- 2025 (End of 2025): Level 2.9

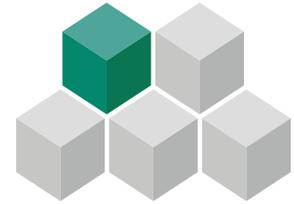


The details of Saanich's District-wide maturity assessment to the end of 2025 are provided below, including the following highlights:

- **People and Leadership**
  - Established internal AM community of practice to support AM Plans.
  - Hired AM Advisor guide and support Departmental Staff.
- **Data and Information**
  - Developed a framework for assessing asset condition and asset criticality.
- **Planning and Decision-Making**
  - Created templates and tools to ensure a structured asset planning approach.
- **Contribution to Asset Management Practice**
  - Introductory AM training, *The Learning Path to Asset Management Readiness*, was completed by 8 more Staff (total trained to date is 84 Staff)
  - Advanced AM training, *Professional Certificate in Asset Management Planning*, was achieved by 4 more Staff (total trained to date is 9 Staff)
  - Won the 2025 UBCM Presidents Committee Choice Award for the AM Strategy.

### Policy and governance

By developing this competency, your organization is putting in place policies and objectives related to asset management (AM), bringing those policies to life through a strategy and roadmap, and then measuring progress and monitoring implementation over time.



**Outcomes: Select the outcomes that your organization has achieved.**

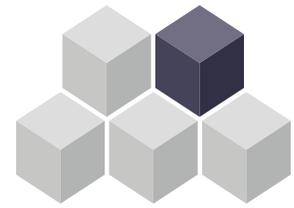
Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5
 <p><b>Policy and objectives</b></p>	<input checked="" type="checkbox"/> Senior management is committed to formalizing an <b>AM program</b> .	<input checked="" type="checkbox"/> We have drafted an <b>AM policy</b> . <input checked="" type="checkbox"/> Senior management and council have endorsed the <b>AM policy</b> .	<input checked="" type="checkbox"/> We are starting to use our <b>AM policy</b> to guide our actions.	<input type="checkbox"/> We manage assets and services in accordance with our <b>AM policy</b> and organizational objectives.	<input type="checkbox"/> We continue to validate and refine our corporate, service and AM objectives based on the evolving needs of our community.
 <p><b>Strategy and roadmap</b></p>	<input checked="" type="checkbox"/> We have identified the benefits that we want AM to deliver, and the benefits support organizational objectives.	<input checked="" type="checkbox"/> We have a strategy for our <b>AM program</b> . <input checked="" type="checkbox"/> We have a draft <b>roadmap</b> that outlines our approach for the next 1 to 3 years.	<input checked="" type="checkbox"/> We have a <b>roadmap</b> that details the actions for implementing our <b>AM strategy</b> over the next 3 to 5 years.	<input type="checkbox"/> We are achieving our <b>AM policy</b> objectives. The necessary workflows, documents, and reporting tools are in place.  <input type="checkbox"/> We update our <b>roadmap</b> to address evolving needs.	<input type="checkbox"/> We follow our <b>roadmap</b> and continually improve our AM practices.  <input type="checkbox"/> We document improvements to our AM practices.
 <p><b>Measurement and monitoring</b></p>	<input checked="" type="checkbox"/> We have identified short-term actions that will demonstrate early progress on AM.	<input checked="" type="checkbox"/> We are collecting baseline data on our current AM practices.	<input checked="" type="checkbox"/> We have established performance measures to monitor our asset management progress, outcomes, and the benefits to our community.	<input checked="" type="checkbox"/> We use performance measures to monitor AM progress, outcomes, and benefits.	<input type="checkbox"/> We monitor performance and use the feedback to prioritize and make ongoing refinements and improvements to AM practices.

**Readiness level: You have achieved a readiness scale level when your organization can demonstrate achievement of all outcomes for that level.**

Readiness level	Working on Level 1	Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# Saanich District-wide Assessment End of 2025

## People and leadership



By developing this competency, your organization is setting up cross-functional teams with clear accountability and ensuring adequate resourcing and commitment from senior management and elected officials to advance asset management.

**Outcomes: Select the outcomes that your organization has achieved.**

Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5
 <b>Cross-functional teams</b>	<input checked="" type="checkbox"/> We have identified the representation we need on our cross-functional <b>AM team</b> .	<input checked="" type="checkbox"/> We have a cross-functional <b>AM team*</b> that guides the planning and implementation of our <b>AM program</b> .	<input checked="" type="checkbox"/> Our <b>AM team*</b> works within our organization to lead, communicate, and support AM improvements and organizational changes.	<input checked="" type="checkbox"/> Our <b>AM team*</b> is permanent and tasked with guiding and supporting AM across the organization on an ongoing basis.	<input type="checkbox"/> Our <b>AM team*</b> guides and supports the ongoing improvement of AM within the organization.
 <b>Accountability</b>	<input checked="" type="checkbox"/> We have a champion who has been tasked with planning for our <b>AM program</b> .	<input checked="" type="checkbox"/> Our <b>AM team*</b> has a documented mandate to develop our <b>AM program</b> , which is outlined in a terms of reference and a one- to three-year <b>roadmap</b> .  <input checked="" type="checkbox"/> Our <b>AM team</b> is accountable to senior management and council.	<input checked="" type="checkbox"/> Our <b>AM team*</b> is accountable for implementing our <b>AM program</b> .  <input checked="" type="checkbox"/> AM roles and responsibilities are included in staff job descriptions.	<input type="checkbox"/> We have operationalized AM roles and responsibilities across our organization.	<input type="checkbox"/> We document changes to AM roles and responsibilities as needed to support our evolving requirements.
 <b>Resourcing and commitment</b>	<input checked="" type="checkbox"/> Council knows that resources must be dedicated to exploring the requirements for <b>AM</b> and for drafting an <b>AM roadmap</b> .	<input checked="" type="checkbox"/> Council demonstrates buy-in and support for AM and allocates resources (funding or staff time) to further develop the <b>AM program</b> .	<input type="checkbox"/> Council champions AM as a core business function and has approved funding to continue <b>AM roadmap</b> activities.	<input type="checkbox"/> Council funds ongoing AM monitoring and enhancement.	<input type="checkbox"/> The <b>AM team</b> measures and monitors progress.  <input type="checkbox"/> Council demonstrates commitment to ongoing improvement of AM practices.

**Readiness level: You have achieved a readiness scale level when your organization can demonstrate achievement of all outcomes for that level.**

Readiness level	Working on Level 1	Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

\* Note: Larger organizations may have both an AM team responsible for implementation and an AM steering committee to provide direction and oversee the work. Smaller organizations may group these functions together. This outcome may be better suited to an AM team or an AM steering committee, depending on the organization. In some small communities the AM team may be as few as two people.

## Data and information

# Saanich District-wide Assessment End of 2025



By developing this competency, your organization is collecting and using asset data, performance data and financial information to support effective asset management planning and decision-making.

### Outcomes: Select the outcomes that your organization has achieved.

Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5
 <p><b>Asset data</b></p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> We have <b>asset inventory data</b>, including approximate quantities of assets within most asset groups.</li> <li><input checked="" type="checkbox"/> We have some anecdotal information on asset condition. Some age information exists.</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> We have a <b>basic inventory</b> of most <b>critical assets</b>, including information on general asset properties such as size, material, location and installation date.</li> <li><input checked="" type="checkbox"/> We are moving our data to a centralized location for use by the <b>AM team</b> (note: this does not require AM software).</li> <li><input checked="" type="checkbox"/> We have defined <b>critical assets</b> and have some information on asset condition for these assets.</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> We have a consolidated, <b>basic inventory</b> of all assets.</li> <li><input type="checkbox"/> We have defined life cycle investment requirements for <b>critical assets</b>.</li> <li><input type="checkbox"/> We have standardized condition rating systems defined for most asset groups.</li> <li><input type="checkbox"/> We have asset condition information on all <b>critical assets</b>.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> We have expanded <b>inventory</b> data for some assets</li> <li><input type="checkbox"/> We have evaluated the life cycle investment requirements associated with <b>critical assets</b>.</li> <li><input type="checkbox"/> We update data according to cycles defined in our <b>AM plans</b> or <b>strategy</b>.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> We have expanded <b>inventory data</b> for most assets.</li> <li><input type="checkbox"/> We have evaluated the life cycle investment requirements associated with most assets.</li> </ul>
 <p><b>Performance data</b></p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> We have informal or anecdotal approaches for measuring asset or service performance.</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> We have some information on performance of <b>critical assets</b>, collected from a variety of sources.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> We have defined <b>level of service</b> measurements for some service areas.</li> <li><input type="checkbox"/> We have captured data on current <b>level of service</b> performance for some service areas.</li> <li><input type="checkbox"/> We have reviewed service levels and asset performance with council.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> We have defined <b>level of service</b> measurements for critical service areas.</li> <li><input type="checkbox"/> We communicate the results from our <b>level of service</b> measurement program to staff and council regularly.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> We have defined <b>level of service</b> measurements for most or all service areas.</li> <li><input type="checkbox"/> We continually improve how we collect data on <b>level of service</b> performance.</li> </ul>

# Saanich District-wide Assessment End of 2025

**Outcomes: Select the outcomes that your organization has achieved.**

Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5
 <p><b>Financial information</b></p>	<input checked="" type="checkbox"/> We have <b>financial information</b> on our assets, supporting minimum PS-3150 reporting requirements.*	<input checked="" type="checkbox"/> We have major capital renewal and operating & maintenance (O&M) expenditure data for some assets. <input checked="" type="checkbox"/> We have a strategy to link AM and <b>financial information</b> .	<input type="checkbox"/> We have capital (new and renewal) and O&M expenditure data for most assets. <input type="checkbox"/> We have linked AM and <b>financial information</b> for all <b>critical assets</b> . <input type="checkbox"/> We can demonstrate the gaps between forecasted infrastructure needs and current spending levels.	<input type="checkbox"/> We understand the cost of sustaining current <b>levels of service</b> for all <b>critical assets</b> .	<input type="checkbox"/> We understand the trade-offs between investment and the <b>level of service</b> we deliver and use this to optimize our financial plans.

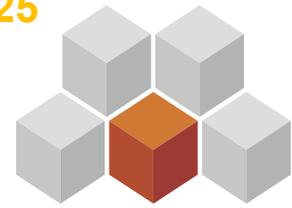
**Readiness level: You have achieved a readiness scale level when your organization can demonstrate achievement of all outcomes for that level.**

Readiness level	Working on Level 1	Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

\* PS-3150 is the Public Sector Accounting Board's standard guiding the treatment of tangible capital assets.

# Planning and decision-making

## Saanich District-wide Assessment End of 2025



By developing this competency, your organization is documenting and standardizing how the organization sets asset management priorities, conducts capital and operations and maintenance (O&M) planning, and decides on budgets.

### Outcomes: Select the outcomes that your organization has achieved.

Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5
 <p><b>Documentation and standardization</b></p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Our asset planning approaches vary across the organization.</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Our departments follow a similar but informal asset planning approach.</li> <li><input checked="" type="checkbox"/> We evaluate investment needs and priorities based on a mix of structured and ad-hoc practices and criteria.</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> We have a structured asset planning approach, but application is inconsistent.</li> <li><input checked="" type="checkbox"/> We set priorities using criteria based on organizational goals and objectives.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> We employ a consistent structured asset planning approach for each of our <b>critical services</b>.</li> <li><input type="checkbox"/> We set priorities using criteria that are fully aligned with our organizational goals and objectives.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> We employ a consistent structured asset planning approach for all services.</li> <li><input type="checkbox"/> We adapt our planning approach and criteria to align with evolving organizational goals and objectives.</li> </ul>
 <p><b>Asset management plans</b></p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Our approach to asset renewal focuses on reacting to basic needs (e.g. growth, regulations and known problems).</li> <li><input checked="" type="checkbox"/> We evaluate priorities based on available information, staff experience, and input from council and management.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> We have draft <b>AM plans</b> for some asset classes, with forecasted financial needs based on estimated data.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> We have <b>AM plans</b> for <b>critical services</b>, based on a mix of estimated and actual data.</li> <li><input type="checkbox"/> Our <b>AM plans</b> include available information about <b>level of service</b> (current and target) and <b>risk</b> management.</li> <li><input type="checkbox"/> Our <b>AM plans</b> identify short-term issues and priorities.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> We have <b>AM plans</b> for most services based on actual data.</li> <li><input type="checkbox"/> Our <b>AM plans</b> include basic needs forecasting and <b>risk</b> management strategies for <b>critical assets</b>.</li> <li><input type="checkbox"/> Our <b>AM plans</b> are based on both short- and long-term issues and priorities. They balance short-term service objectives with longer-term goals and <b>risks</b>.</li> <li><input type="checkbox"/> We keep our <b>AM plans</b> up to date through normal business.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> We have <b>AM plans</b> for all services based on actual data.</li> <li><input type="checkbox"/> Our individual <b>AM plans</b> are integrated across services.</li> <li><input type="checkbox"/> Our <b>AM plans</b> include needs forecasts and <b>risk</b> management strategies for most assets. Plans address <b>risks</b> to both service and business goals.</li> </ul>

# Saanich District-wide Assessment End of 2025

Outcomes: Select the outcomes that your organization has achieved.					
Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5
 <p><b>Budgets and financial planning</b></p>	<input checked="" type="checkbox"/> We prepare annual capital and operating budgets based on historical values. <input checked="" type="checkbox"/> We deal with new needs reactively, as they occur.	<input checked="" type="checkbox"/> We prepare annual capital and operating budgets based on a mix of historical values and new priorities.	<input checked="" type="checkbox"/> We prepare an annual capital budget based on an annual assessment of current needs. <input checked="" type="checkbox"/> We have a 3-year <b>capital plan</b> that addresses short-term issues and priorities.	<input checked="" type="checkbox"/> We prepare annual needs-based capital and operating budgets that are based on an annual assessment of <b>risks</b> and current needs. <input checked="" type="checkbox"/> We have a 5-year <b>capital plan*</b> and update it annually. <input checked="" type="checkbox"/> We update our <b>long-term financial plan</b> (at least 10-year) annually and understand the risks associated with our investment gap.	<input type="checkbox"/> We prepare multi-year needs-based capital and operating budgets that are based on our short- and mid-term needs. <input type="checkbox"/> We take a structured approach to address in-cycle changes.

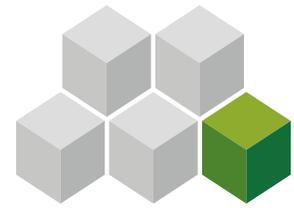
**Readiness level: You have achieved a readiness scale level when your organization can demonstrate achievement of all outcomes for that level.**

Readiness level	Working on Level 1	Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

\* Communities may benefit from long-term capital plans that extend beyond five years to ten years or more.

## Contribution to asset management practice

By developing this competency, your organization is supporting staff in asset management training, sharing knowledge internally to communicate the benefits of asset management, and participating in external knowledge sharing.



**Outcomes: Select the outcomes that your organization has achieved.**

Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5
 <p><b>Training and development</b></p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Our AM training and development approach is informal and largely driven by the personal initiative of staff.</li> <li><input checked="" type="checkbox"/> Some staff conduct targeted research, seeking out basic information on AM concepts and techniques.</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Our AM training and development requirements are defined by management based on short-term needs.</li> <li><input checked="" type="checkbox"/> Selected staff are trained on basic AM concepts.</li> <li><input checked="" type="checkbox"/> Council has opportunities to increase their understanding of AM concepts.</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> We provide all staff with basic AM awareness training.</li> <li><input checked="" type="checkbox"/> Some staff undergo training on advanced AM concepts specific to their roles and responsibilities.</li> <li><input checked="" type="checkbox"/> Staff and council are able to communicate the value of AM in their own words.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> We define AM knowledge and skill requirements. A training plan is in place for all positions.</li> <li><input type="checkbox"/> Council, management and staff receive role-appropriate AM training to establish needed capacity across the organization.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> We train select staff members as internal experts to support the ongoing development of organizational capacity.</li> <li><input type="checkbox"/> Proactive, role-based training serves as a support for career development and succession planning.</li> </ul>
 <p><b>Internal communication and knowledge sharing</b></p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> We are aware of the need to mitigate the risk of losing information held in the minds of long-term staff.</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> We mitigate the risk of losing information held in the minds of long-term staff, through improved record keeping.</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> A culture of knowledge sharing is emerging internally, supported by official initiatives.</li> <li><input checked="" type="checkbox"/> We collect and maintain AM knowledge resources.</li> <li><input checked="" type="checkbox"/> We communicate the benefits of AM internally to staff and council.</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> A culture of knowledge sharing exists and is supported by a mix of formal and informal initiatives.</li> <li><input checked="" type="checkbox"/> We disseminate AM knowledge resources within the organization.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> We capture AM knowledge and it flows freely throughout the organization.</li> <li><input type="checkbox"/> Staff leverage internal and industry knowledge and leading practice resources.</li> </ul>

# Saanich District-wide Assessment End of 2025

**Outcomes: Select the outcomes that your organization has achieved.**

Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5
 <p><b>External communication and knowledge sharing</b></p>	<input checked="" type="checkbox"/> We are investigating AM-related organizations and resources.	<input checked="" type="checkbox"/> Staff or elected officials attend AM-related events.  <input checked="" type="checkbox"/> We share basic information on current capital projects with the public.	<input checked="" type="checkbox"/> We are members of one or more AM organizations and actively share our AM experience.  <input checked="" type="checkbox"/> We share basic information on our assets, the services we provide, and future needs with the public.	<input checked="" type="checkbox"/> We are actively involved in AM organizations and present at AM events.  <input checked="" type="checkbox"/> We share information with our peers on our experience, innovations and lessons learned.  <input checked="" type="checkbox"/> We rely on the data from our <b>AM program</b> to explain decisions to the public.	<input type="checkbox"/> We are a thought leader on AM within the municipal sector.  <input type="checkbox"/> We are active in coaching others to improve the overall body of AM knowledge.  <input type="checkbox"/> We communicate the benefits of AM to the public.

**Readiness level: You have achieved a readiness scale level when your organization can demonstrate achievement of all outcomes for that level.**

Readiness level	Working on Level 1	Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

