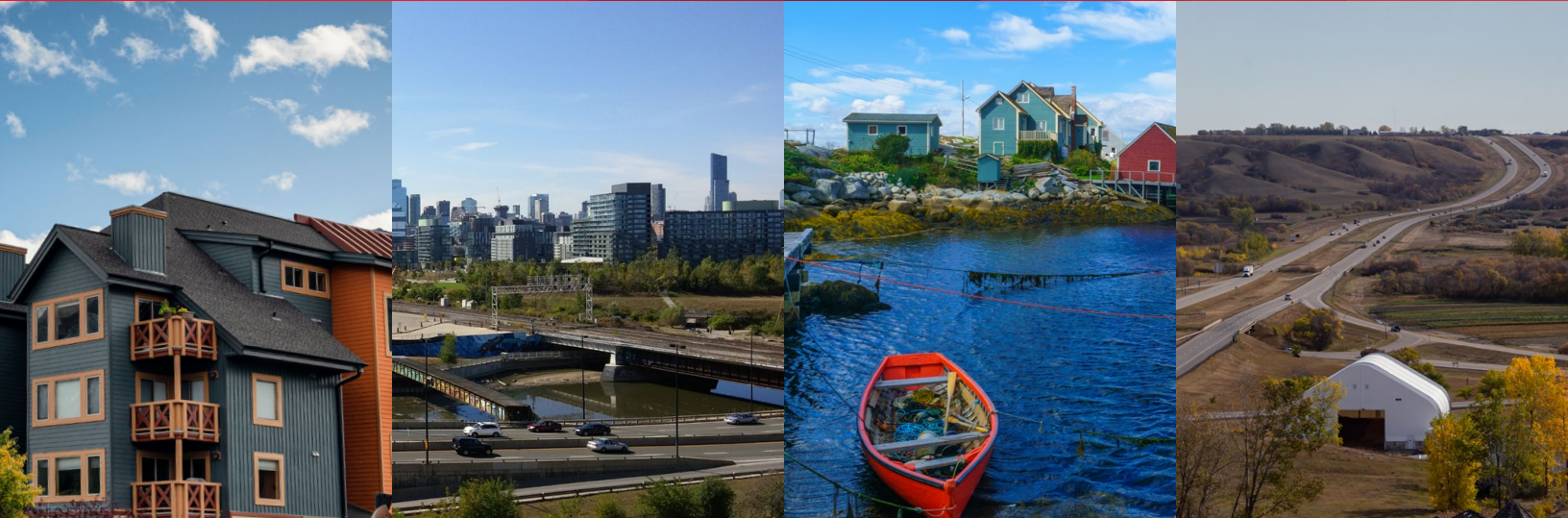


FALL VIRTUAL SUMMIT: OUTCOME STATEMENT



Canadian Network
of Asset Managers



2024

VISION MISSION AND PILLARS

Our Vision

Connected, thriving and sustainable communities

Our Mission

We empower people to advance infrastructure asset management

We serve the members through...

Our Pillars

Leadership

We shape the industry by providing a national voice and promoting the adoption and benefits of asset management.

Connection

We build and nurture networks to enable people to shape experiences and learn from each other.

Capacity

We build knowledge and capability through learning, skills development and tools.

Innovation

We continuously find new ways to engage our people and foster innovation within communities.

Key Focus Areas

- Peer-to-Peer Connection
- Hub of Knowledge and Best Practices
- Industry Voice and Vision
- Organizational Sustainability

EXECUTIVE SUMMARY

The CNAM 2024 Virtual Summit brought together nearly 200 participants to discuss emerging trends, challenges, and strategies shaping the future of asset management in Canada. The event fostered national collaboration by combining virtual attendance with in-person boardroom participation, promoting engagement at both local and national levels

Key Themes and Outcomes

1. Emerging Trends & Priorities:

- **Natural Assets & Green Infrastructure** – Focus on sustainability, climate resilience, and valuation of green infrastructure.
- **Data Governance & Quality** – Emphasis on reliable data collection, management, and integration for informed decision-making.
- **Equity & Community Engagement** – Inclusion, diversity, and fostering dialogue with stakeholders.
- **Climate Change & Resilience** – Strategies for adaptation, risk assessment, and sustainability in asset management.
- **Risk Management & Decision-Making** – AI-driven risk assessments, decision-making frameworks, and strategic planning.
- **Financial Planning & Tools** – Sustainable funding models, budget alignment, and lifecycle cost assessments.
- **Technology & Innovation** – Integration of AI, asset management software, and predictive analytics.
- **Standards & Best Practices** – Establishing industry frameworks, KPIs, and benchmarking for continuous improvement.

2. Future-Proofing Asset Management:

- Dedicated asset management staff in all service areas.
- Cross-team collaboration and knowledge sharing.
- Standardized governance, KPIs, and documentation processes.
- Integration of climate resilience into infrastructure planning.
- Expanding training programs and capacity-building initiatives.
- Leveraging smart technology for data-driven decision-making.



3. Regional Insights & Strategic Actions:

- **Atlantic Canada:** Need for data governance, succession planning, and infrastructure renewal.
- **Ontario:** Compliance with new regulations, addressing aging infrastructure, and aligning asset management with financial planning.
- **Manitoba, Saskatchewan:** Capacity-building, community networking, and prioritizing data governance.
- **BC and Alberta:** Enhancing regional collaboration, policy advocacy, and sustainable infrastructure investments.

Conclusion

The CNAM 2024 Virtual Summit provided a platform for national dialogue, offering actionable insights into future asset management strategies. The key takeaways highlight the necessity for stronger governance, technological integration, financial sustainability, and climate-conscious infrastructure planning. The collaborative approach reinforced CNAM's mission to build knowledge, capability, and innovation within the asset management community.

DAY 1: HOT TOPICS

TRENDS

Asset management encompasses a wide range of interconnected themes that address critical aspects of sustainability, efficiency, and community well-being. These themes include the integration of **natural assets and green infrastructure**, emphasizing sustainable management practices that enhance ecosystems and resilience. The focus on **data quality and management** ensures decision-making is grounded in accurate, reliable information. **Equity and community engagement** highlights the importance of inclusivity, diversity, and fostering meaningful dialogue with stakeholders. **Climate change and resilience** underscore the need for proactive measures to adapt to environmental challenges. Additional themes such as **risk management and decision-making, financial planning and tools, and software and technology** illustrate the multidisciplinary nature of asset management, while **standards and best practices, growth and development, and training and capacity building** showcase strategies for continuous improvement. Collectively, these themes reflect the dynamic challenges and opportunities within asset management, providing a framework for innovation and collaboration.

What would you like us to work on now?



What are some emerging topics that you want to hear more from the asset management community about?

One major theme is 'Natural Assets and Green Infrastructure,' which includes topics like 'Green Infrastructure,' 'Natural Assets,' 'Natural asset management,' and 'Green Asset Management.'

Another theme is 'Data Quality and Management,' covering 'Data quality,' 'Quality of data,' 'Data accuracy,' 'Data collection and data quality,' 'Data quality management,' and 'Data Governance.'

'Equity and Community Engagement' is another theme, including 'equity in asset management,' 'Diversity Equity and Inclusion,' 'Community engagement,' 'Community and Council engagement and education,' 'DEI integration,' and 'External stakeholder feedback tools.'

'Climate Change and Resilience' is a significant theme, with topics like 'Challenges with climate change,' 'climate resilience,' 'How to incorporate climate resiliency into AM,' and 'Climate/Energy Management.'

'Risk Management and Decision Making' includes 'Machine Learning for Risk-based Decision-Making framework,' 'Reducing risk,' 'Risk assessment,' and 'Value base decision making.' 'Infrastructure and Maintenance' covers 'Condition assessment strategies for below grade infrastructure,' 'Maintenance Management,' 'Facility asset lifecycles management,' and 'Asbestos Removal, Energy Management and Accessibility with capital planning/asset management.'

'Financial Planning and Tools' includes 'Financial planning tools,' 'Multi-asset funding models and prioritizations,'

'Balancing infrastructure needs and population growth,' 'Financial alignment with AM,' and 'Capital planning driven by good data.'

'Software and Technology' is another theme, with 'AM software,' 'CMMS and EAM,' 'Journey of the municipality from existing planning to dedicated software for decision support,' and 'Artificial intelligence.'

'Standards and Best Practices' includes 'Industry standards,' 'Using standardized frameworks and capacity building within the organization,' 'Document, document, document! Write down assumptions and SOPs used in data collection and analysis,' and 'KPIs.'

'Growth and Development' covers 'Managing growth concerns,' 'Accommodating growth,' 'growth demand,' and 'Approaches to project prioritization.'

'Training and Capacity Building' includes 'Training and designation opportunities,' 'Process integration amongst teams for growth, upgrade, renewal & O&M,' and 'Dedicated AM staff.'

'Benchmarking and Success Stories' includes 'Sharing information for benchmarking purposes,' 'Benchmarking data,' and 'Stories of success in AM.'

'Emergency and Risk Planning' includes 'Earthquake response planning' and 'Risk assessment.'

'Advocacy and Policy' includes 'Advocacy' and 'increase taxes to help fund the required work!'

On the theme of “Shaping the Future”, the following topics were identified as the priority of your organization:

- Financial Sustainability & Funding models (32%)
- Data Quality & Data Governance (25%)
- Resilience & Climate Adaptation (24%)
- Inclusive & Equitable Infrastructure Planning (10%)
- Community Engagement & Stakeholder Collaboration (6%)
- Digital Twins & Smart Infrastructure (3%)

Eighty-one percent (81%) agree or strongly agree that AI will transform asset management planning in the near and long-term future.

Thirty-five percent (25%) agree or strongly agree that asset management plans in my organization incorporate the principles of equity and inclusivity, especially in underserved or marginalized communities.

Thirty-nine percent (39%) of the organizations indicated that they have an asset data governance framework (business rules, processes and roles) to ensure asset data quality and integrity.

Rank your favourite quotes from the Summit:

1. Don't let perfect be the enemy of good.
2. Take care of our natural assets and they will take care of us.
3. Don't be afraid. Everyone has to start somewhere.
4. AM is one of the best frameworks to deal with the climate crisis.
5. Forecast spending and infrastructure performance.

The following statements were voted on by participants on where 5.0 is “strongly agree”:

- Priority for my organization is Financial Sustainability & Funding Models (4.6)
- Priority for my organization is Data Quality & Data Governance (4.2)
- Priority for my organization is Resilience & Climate Adaptation (3.5)
- AI will transform asset management planning in the near and long-term future (3.4)
- My organization has an asset data governance framework (business rules, processes and roles) (2.8)
- AMPs in my organization incorporate principles of equity and inclusivity (2.4)

In reviewing various initiatives on impact to my organization and willingness to pay, **Industry Best Practices Documented** received the highest rating.

What would you like us to work on later?



DAY 1: STEPS TO FUTURE-PROOF

CROWDSOURCE GENERATED, IDEAS NOT RANKED

- 1.** Dedicated AM staff in each service area is a frequently mentioned step to future-proof asset management practices.
- 2.** Regular condition assessments are recommended to future-proof asset management practices.
- 3.** Documentation and documented processes are emphasized as crucial steps.
- 4.** Learning from processes already instated with other organizations through CNAM is suggested.
- 5.** Building an organizational culture where information is accessible and shared is advised.
- 6.** Establishing cross team groups/ discussions is recommended.
- 7.** Developing internal training programs and staff training plans is suggested.
- 8.** Building a data collection framework and having a data governance strategy are important steps.
- 9.** Sound decision making and embedding it in policy and strategy are advised. Standardized KPIs and identifying key competencies are recommended.
- 10.** Having an asset management strategy and improving/establishing an Asset Management Governance Model are suggested.
- 11.** Business Process Mapping to develop future processes that are standard across the organization is recommended.
- 12.** Collaboration and applying a climate lens are advised.
- 13.** Investing in asset management professionals and better data collection is suggested.
- 14.** Starting small with changes and not reaching too far too soon is recommended.
- 15.** Consistency and having standard guidelines are advised.
- 16.** Accountability and risk-centric, criticality-driven approaches are recommended.
- 17.** Whole lifecycle optimization and viewing data as a strategic asset are suggested.
- 18.** Using smart technology, AI, and innovation is recommended.
- 19.** Building an asset management program is advised.
- 20.** Getting a grasp on asset inventory and having a centralized asset inventory are recommended.
- 21.** Process definition and having documented assumptions and SOPs to avoid rework are suggested.
- 22.** Advocacy and policy development are recommended.
- 23.** Establishing training and onboarding practices for new team members is advised.
- 24.** Delivering safe and reliable infrastructure and governance is recommended.
- 25.** Making asset management a corporate culture is suggested.

DAY 2: HOT TOPICS

FROM SMALL BREAKOUT SESSIONS ORGANIZED BY THEMES

1. Climate Change and Resilience

- Data, climate change, LoS.
- Cost of climate change and risks.
- Resilience and climate change.
- Future proofing assets through planning.
- Asset performance against climate change.
- Climate Change.
- Climate scenarios.
- Climate Change Risk Assessment.
- Resilience of assets.
- Where to start with climate change?
- Sustainability, climate change, risk assessment.
- Climate resilience.
- Climate considerations in Planning & Development.
- Cost of not adapting to climate change.
- Cost impact of climate change.

2. Natural Assets

- Natural assets.
- Risk assessment for Natural Assets.
- Natural Assets, Climate change, AM plans.
- How to create a launching point to initiate the journey in natural assets.
- How have municipalities had success with capturing natural asset data, especially wetlands? How are you valuing them?
- How do we value green infrastructure.
- Green infrastructure.
- Green infrastructure asset management, integrating climate change, long term financial sustainability.
- Natural assets. Need to include, difficult to cost.
- How do we value natural assets.
- Natural asset tracking. Water use vs cooling/water pad for general public.

3. Data Governance and Quality

- Data governance
- Data reliability
- Data integrity
- Data Quality
- Data governance
- Keeping data consistent and current
- Data driven ground up decision making
- Reporting with real-time data
- Data Collection and governance
- Optimize data collection effort

4. Training and Community Engagement

- Training Options.
- Training.
- Community Engagement.
- Community engagement.
- Organizational Buy in Strategies.

5. Risk Management and Assessment

- Risk Frameworks.
- Risk analysis.
- Risk planning when there just isn't enough money.
- Risk management.
- Risk Measurement.
- Implementing Risk to prioritise lifecycle.

6. Financial Sustainability and Funding

- How do we fund everything?
- Prioritizing spending on critical infrastructure.
- more research and innovation on commercial and industrial retrofits.
- Financial sustainability.
- Grants. Need a better financial model.
- Financial Alignment.
- Decision making framework to reduce infrastructure gap.

7. Levels of Service and Performance

- Levels of service.
- Training, LOS, asset risk.
- Levels of Service.
- Defining levels of services.
- Performance vs condition.
- Asset performance.

8. Equity and Inclusion

- JEDI.
- Equity.
- Full DEI integration into AM considerations.

9. Standardization and Protocols

- Standardized protocols for assessment.
- Standardize KPIs.

10. Long-term Planning and Integration

- Start Long term planning.
- LTFP
- Practices to Reduce Infrastructure Gap.
- Bridging AM with financial planning.
- Integrating AM into existing processes.
- AM Collaboration with Project Design.

11. Miscellaneous

- Resources.
- Resource limitations - time, money and knowledge.
- Ship of Theseus Problem.
- Awareness.
- Resources for assessment mgmt.
- Force.
- AI.
- Harvest season in Saskatchewan.
- How to use the resources available.
- Difficulties for elected people.
- Little steps, need to act even if not perfect.
- Bringing P&D into the AM journey.
- Stop filling in wetlands and blaming climate change for it!

ATLANTIC CANADA

REGIONAL DISCUSSION REPORT

The general comment on the state of asset management in Atlantic Canada is that while there has been great progress in preparing for long-term planning, there is still much work to be done, and a concern about retaining the time, knowledge and investment from the last eight years.



Key areas that need to be considered for asset management planning:

a) Data quality and data collection: some municipalities are still at the data collection stage and do not have full inventories for deficit projections. Many struggle to maintain datasets after they are collected. **There is a need for data governance standards and internal resources to maintain the data.**

b) Knowledge retention and succession planning: asset management knowledge, focus and processes get lost with staff changes. In small communities, losing one person can set the back to square one for asset management. **There is continued need to build regional networks (support groups or forums), municipal knowledge sharing communities, continued skills training and guides tailored to the needs of small communities (populations less than 5,000).**

c) Municipal governance: Priorities and use of asset management principles can change as councils change. **There is a need for more elected official outreach and on-boarding training programs following elections.**

d) Development pressure: Growth in Atlantic Canada has been slow or stagnant for decades. This has changed with growth rates of 5-10% annually in some communities. It is unclear if this will continue, but some provincial governments have aggressive growth targets. This complicates planning. **There is a need for communities to better understand how growth strategies fit in with capital renewal; perhaps an opportunity for cross Canada networking to gain knowledge from areas that have already experienced high growth for the past two decades.**



e) Aging infrastructure: the current funding focus on housing and climate adaptation leaves a gap for aging infrastructure that is not related to new housing or at-risk from climate specifically. **There is a need to engage other levels of government on a national plan to address aging infrastructure on par with the initial construction efforts in the 50's through 70's.**

f) Resources: there are many small communities in Atlantic Canada that lack resources to collect information, process data, plan and deliver projects. **There is a continued need for dedicated asset management funding to support communications, training, capacity building and innovative solutions like regional support workers.**

g) Back to basics training: with the close of the MAMP program, there is a risk of losing momentum on asset management plans and processes developed under that program. **There is a need for continuing support to entrench asset management processes in communities.**

Reported by:



MATT DELORME
Executive Director, AIM Network

ONTARIO

REGIONAL DISCUSSION REPORT

1) What are the regional trends to highlight in the Outcome Statement?

- Overarching context in Ontario is the need to comply with O.Reg. 588/17 2025 requirements.
 - Challenges defining proposed levels of service.
- Rising replacement costs create challenges in modeling and financial planning.
- Climate change integration and consolidation of Climate Change Adaptation Plans with AM practices.
- Growth in service level, language barriers, and increasing population/immigration affecting accessibility.
- Housing-enabling infrastructure and pressures to support housing targets.
- Municipal revenues not keeping pace with inflation.
- Equity is a key discussion point with Council.
- How to raise taxes to close the gap while balancing rising costs and family challenges.
- Integration of non-standard assets like green assets, IT hardware/software into AMPs.
- Aging infrastructure and the need for investment in maintenance, renewal, and replacement to reduce the budget gap.
- Issues around funding models and socioeconomic prosperity, including staff turnover and knowledge retention.



- Project prioritization challenges.
- Data governance and quality improvements.
- Succession planning as a regional trend.

2) What are the regional priorities for next 3 years?

- More advocacy towards provincial and federal governments for sustainable funding models.
- Focus on natural assets in asset management.
- Emphasis on performance-based and lifecycle rehabilitation/renewal, climate change, and affordability.

- Incorporating climate change and complete streets into acquisition goals, despite the lack of dedicated funding.
- Transitioning from planning to embedding AM into processes and systems.
- Affordability remains a priority for the region.
- Sustainability and maximizing existing asset performance.
- Full lifecycle integration and embedding operations into asset management strategies.
- Effectively communicating AM goals to other departments like procurement and finance.
- Fostering integration and buy-in at all organizational levels.

3) What action(s) will you take to shape the future?

- Reducing reliance on vehicles by expanding cycling infrastructure.
- Ensuring that AMPs are consistently tied to the budget process.
- Educating the public about AM decision-making processes to foster

better understanding.

- Encouraging Council to integrate AM into conversations to change how issues are discussed.
- Good engagement and inter-departmental collaboration, with regular meetings between departments to discuss next steps.
- Investing in smart technologies, such as sensors and predictive analytics for real-time monitoring of key assets.
- Incorporating AM into daily business and existing community engagement practices.
- Adding an “asset management implications” section in staff reports and linking it to AMPs.
- Re-establishing governance structures and advisory committees, with a short-term roadmap for continuous AM improvement.
- Building accountability into asset-owning areas with AM guidebooks and department-specific meetings.
- Increasing inclusiveness in AM across all service areas and implementing a common risk framework.



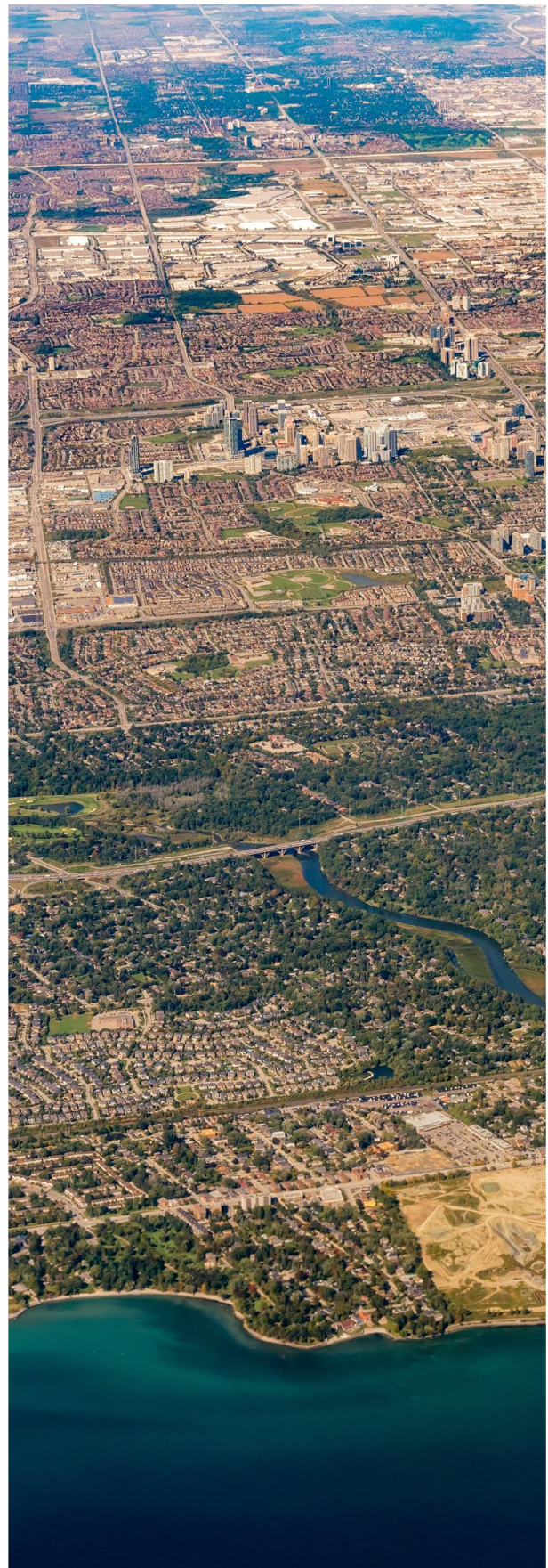
4) How can AMONTario and CNAM help?

- Committees, regular meetings to discuss challenges, share knowledge.
- Discussing the minimum requirements for the 2026 asset management updates.
- Learning from how other municipalities interpret the 2025 scope and prioritizing levels of service before the deadline.
- There has been discussion around communities of practice, but more action is needed to establish them.
- FCM's subsidized IPWEA AM Planning course was valuable, and similar financial courses could be beneficial.

Reported by:



JENNIFER COURT
Executive Director, AMONTario



WESTERN

REGIONAL DISCUSSION REPORT

BC and Alberta

- Trend is smaller municipalities and resources and prioritize assets (natural assets).
- Red Deer – Regional Commission for Water. More work with Community of Practice for specialized group for water supply.
- Reference to the OCWA presentation on Day 1.
- Climate change – get politicians to understand.
- Recurring issue is the change in politicians and the need to step back to re-explain. Recommend the book “Joy of Governing” as a key resource.
- Demand to do more with less.
- AMBC is encouraging Regional Communities of Practice (urban areas within 2-hr drive) to get together as a user group. Provide \$500/regional group to rent room or for refreshments.
- Integration of software.
- How to prioritize resources – keep things current, locally, regional and national.



Manitoba, Saskatchewan

- Trends – building consistency in data, data governance, climate adaptation.
- Focus on data governance.
- Discussion on regulation for Saskatchewan and Manitoba – how to do that without regulating; Selkirk has Senior leadership and Council buy-in.
- Resourcing, new staff (1 to 2 per team).
- Community of Practice.
- Actions: data, capacity building, leverage groups (CNAM, Communities of Practice for training).



Reported by:



WALLY WELLS
Asset Management
Saskatchewan, former
Executive Director AMBC



LEE ANNE HARDER
CNAM Director



SHAPING THE FUTURE

CNAM 2024 VIRTUAL SUMMIT EVENT PROGRAM

APPENDIX



**Canadian Network
of Asset Managers**

**20
24**



Shaping the Future

CNAM 2024 Virtual Summit

OCTOBER 9 - 10, 2024

12:00 PM - 4:00 PM EDT

CNAM LEADERSHIP

2024 FALL VIRTUAL SUMMIT

2024 VIRTUAL SUMMIT PLANNING COMMITTEE

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GENERAL INFORMATION

Following a successful first edition of the Fall Virtual Summit in 2023, join the Canadian Network of Asset Managers (CNAM) as we explore innovative strategies and cutting-edge solutions to shape the future of asset management in Canada at our upcoming 2024 CNAM Virtual Fall Summit.

KEY OUTCOMES AND TAKEAWAYS

Get ready for an unparalleled experience of game-changing industry insights, interactive learning, and cutting-edge discussions.

Here's what you can look forward to:

1. **Innovative Strategies:** Discover the latest trends and methodologies driving the asset management industry.
2. **Cutting-Edge Solutions:** Learn about the tools and platforms that are transforming how assets are managed and optimized.
3. **Interactive Learning:** Whether through live Q&As, breakout discussions, or interactive workshops, you'll have the opportunity to learn from and collaborate with industry leaders and peers.
4. **Game-Changing Insights:** Our summit will provide you with in-depth analyses and predictions to help you stay ahead in a rapidly evolving market.
5. **Networking Opportunities:** Build relationships, share experiences, and explore potential collaborations with fellow attendees who are as passionate about the future of asset management as you are.

REGISTRATION

Registration Type	Registration Fees (\$)
Individual Individual Registration Ticket for both days (Oct 9 and Oct 10) of the Fall Virtual Summit	\$350
Group (1 or more members) Group Registration Ticket for both days (Oct 9 and Oct 10) of the Fall Virtual Summit. This ticket is for 2 or more attendees.	\$750
Corporate Become a Corporate Sponsor for the CNAM Fall Virtual Summit. This ticket includes 5 individual registration tickets.	\$1000
Student Student Registration Ticket for both days (Oct 9 and Oct 10) of the Fall Virtual Summit	\$100

****IMPORTANT PURCHASE NOTE****

Please note that the ticket you receive will only show one (1) date, but you each registration is a ticket for both days - October 9th and 10th.

SCHEDULE

2024 FALL VIRTUAL SUMMIT

WEDNESDAY OCTOBER 9

12:00 PM - 12:10 PM	Welcome Remarks
12:10 PM - 12:45 PM	Panel - Voices Coast to Coast
12:45 PM - 1:00 PM	Hot Topics
1:00 PM - 1:30 PM	Affordable Level of Service: A City of Calgary Story
1:30 PM - 2:00	Linking Maintenance and Asset Management Strategies
2:00 PM - 2:15 PM	Break
2:15 PM - 3:50 PM	Keynote & Workshop: Inclusive Infrastructure: Integrating Equity into Asset Management
3:50 PM - 4:00 PM	Closing Remarks

THURSDAY OCTOBER 10

12:00 PM - 12:10 PM	Welcome Remarks
12:10 PM - 12:45 PM	Panel - Navigating the Climate Crisis: Strategies for a Sustainable Future
12:45 PM - 1:00 PM	Hot Topics
1:00 PM - 1:30 PM	Aligning Infrastructure Asset Management with Your Long-Term Integrated Financial Strategy
1:30 PM - 2:00 PM	Hot Topics, Emerging Trends, Successes And Challenges: A Plan Forward To Shaping The Future
2:00 PM - 2:15 PM	Break
2:15 PM - 2:45 PM	Decision Making through an Asset Management Lens
2:45 PM - 3:50 PM	Regional Discussion
3:50 PM - 4:00 PM	Closing Remarks

SESSIONS

WELCOME REMARKS

Start your CNAM 2024 Virtual Summit experience with our Welcome Remarks, where we'll introduce the summit's themes and highlight key moments to look forward to. This session will set the tone for an enriching event, offering a glimpse into the discussions and networking opportunities that await. Join us to gain insight into the summit's agenda and prepare to engage with thought leaders and peers from around the globe.

Moderator:

- Patrick Kelly, CPA, CGA, CFO/Treasurer, Town of Mapleton

PANEL - VOICES COAST TO COAST

Effective asset management is crucial for ensuring resilience, efficiency, and sustainability. This panel offers a comprehensive exploration of infrastructure asset management practices from coast to coast, highlighting the unique challenges and solutions across different regions.

Join us to delve into:

- **Regional Variations:** Understand how asset management strategies differ from cities to rural areas to remote and Northern communities. Discover how geographical, climatic, and socio-economic factors shape management practices and priorities.
- **Innovative Solutions:** Learn about cutting-edge technologies and methodologies being applied to manage infrastructure assets. Explore case studies that demonstrate successful implementations of asset management systems and tools in various contexts.
- **Collaboration and Integration:** Discover how different levels of government, private sector, and community stakeholders collaborate to improve infrastructure management. Explore the role of partnerships and integrated approaches in achieving long-term success.

This session will feature a diverse panel of experts from across Canada, offering valuable insights and practical advice for professionals involved in infrastructure planning, maintenance, and management.

Presenters:

- Jaqueline Weston, Asset Management Program Manager, District of Saanich
- Tonya Knopp, Manager, Facility Engineering, City of St. John's in St. John's, Newfoundland and Labrador
- Damien Burns, Deputy Minister, Community Services, Government of Yukon

Moderator:

- Kelsey Green, FEC, P. Eng, Vice President, Eagle Engineering + Consulting

WEDNESDAY OCTOBER 9

HOT TOPICS

Dive into the latest industry trends. In this dynamic session, attendees will be prompted with thought-provoking questions on pressing industry topics. Engage in real-time discussions, share your expertise, and exchange ideas with peers from around the globe. Contribute to the conversation, gain fresh perspectives, and stay ahead of the curve in an ever-evolving landscape.

AFFORDABLE LEVEL OF SERVICE: A CITY OF CALGARY STORY

Calgary's City Council issued a Notice of Motion requesting the Administration to develop a target Pavement Quality Index and a corresponding minimum annual capital budget. This is a pioneering initiative in North America, where no such a standard or methodology exists. TMU was commissioned to conduct research to support this initiative. In this session, the presenter will share the background, methodology, and the work in progress. The holistic risk-informed approach that integrates solid pavement engineering analysis for establishing the minimum PQI thresholds, advanced deep learning algorithm for long-term network optimization, and macroeconomic analysis will be introduced. Although the method is applied to pavement assets, the approach is applicable to other municipal infrastructure assets as well.

Presenters:

- Arnold Yuan, Professor, Department of Civil Engineering, Toronto Metropolitan University
- Chris Yang, Leader, Pavement Asset Management, City of Calgary

LINKING MAINTENANCE AND ASSET MANAGEMENT STRATEGIES

Communities have been struggling for two decades to answer a simple question, with a complex answer: How much money should we spend on infrastructure? The Ontario Clean Water Agency has moved to an approach to answer this question centred on the application of engineering reliability principles to forecast future spending and infrastructure performance. This new approach provides increased clarity of spending forecasts and reduces the effort required to operationalize asset management planning processes to a point where updated AMPs are available on-demand for each of the 1,000+ systems OCWA operates in Ontario.

Presenter:

- Nick Larson, Director of the Business and Asset Management Standards group, OCWA

WEDNESDAY OCTOBER 9

KEYNOTE & WORKSHOP: INCLUSIVE INFRASTRUCTURE: INTEGRATING EQUITY INTO ASSET MANAGEMENT

Equity is a critical concern for any Asset Management practitioner, as we navigate the impacts of historic, current, and future investment or disinvestment in our communities' assets. Who benefits and who is negatively affected by those decisions?

Across Canada, we grapple with inequities in infrastructure condition, access to services, and overall quality of life based on how assets are built, maintained, or upgraded. From drinking water advisories in Indigenous communities, to urban/rural divides, and disparities within individual communities connected to wealth, race, age, and other identities, not everyone enjoys the same levels of service or quality of assets. In this session, we will share examples of inequities related to community infrastructure assets. Then you will get a chance to workshop different scenarios and explore how you might respond to potential inequities.

25 min - Presentation

40 min - Breakout Session

20 min - Follow-Up Discussion

Presenters:

- Ross McFarland, Streets Capital Project Manager, City of Vancouver

Moderators:

- Leslie Nanibush, Asset Management Coordinator, Township of Wilmot
- Soliman Abusamra, Director, Commercial and Contracts, High Frequency Rail
- Lee Anne Harder, Senior Asset Management Consultant, WSP
- Shekar Sharma, Manager – Asset Data & Integrity, Vancouver Airport Authority

CLOSING REMARKS

Wrap up Day 1 of the CNAM 2024 Virtual Summit with our Closing Remarks session. Reflect on the day's highlights, key takeaways, and impactful discussions as we summarize the insights shared and set the stage for Day 2. Join us to celebrate the day's achievements, gain a preview of what's to come, and stay connected with the summit's ongoing conversations.

Moderator:

- Patrick Kelly, CPA, CGA, CFO/Treasurer, Town of Mapleton

THURSDAY OCTOBER 10

WELCOME REMARKS

Kick off the second and final day of the CNAM 2024 Virtual Summit with our Day 2 Opening Remarks. Join us as we set the tone for another day of thought-provoking sessions and valuable networking. Discover the agenda highlights, get energized and inspired for the days speakers, and prepare to dive deeper into the summit's key themes.

Moderator:

- Patrick Kelly, CPA, CGA, CFO/Treasurer, Town of Mapleton

PANEL - NAVIGATING THE CLIMATE CRISIS: STRATEGIES FOR A SUSTAINABLE FUTURE

In the face of escalating climate challenges, the need for innovative, practical solutions has never been more urgent. This panel brings together leading experts, policymakers, and industry innovators to explore effective strategies for addressing the climate crisis and advancing sustainability.

Join us for a dynamic discussion on:

- **Policy and Governance:** Delve into the role of government and the broader public sector in shaping climate action. Explore successful case studies and debate the efficacy of current frameworks in driving meaningful change.
- **Community Engagement:** Understand how grassroots movements are influencing climate policy and fostering local and cross-jurisdictional collaboration.
- **Economic Implications:** Analyze the economic impacts of climate action and inaction. Learn about innovative funding models, investment opportunities, and the role of businesses in driving sustainable development.

This panel will feature a range of perspectives, offering attendees valuable insights into the multifaceted approach required to tackle the climate crisis. Regardless of your role and sector, this discussion will equip you with knowledge and inspiration to contribute to a sustainable future.

Presenters:

- Claire Bennett, Director, Climate Change, National Government & Public Sector Sustainability Market Lead, PWC Canada
- Donna Chiarelli, Director of programs and capacity building, Natural Assets Initiative
- Maria Middelveen, Procurement Director, VIA HFR

Moderator:

- Arnold Yuan, Professor, Department of Civil Engineering, Toronto Metropolitan University

THURSDAY OCTOBER 10

HOT TOPICS

Dive into the latest industry trends. In this dynamic session, attendees will be prompted with thought-provoking questions on pressing industry topics. Engage in real-time discussions, share your expertise, and exchange ideas with peers from around the globe. Contribute to the conversation, gain fresh perspectives, and stay ahead of the curve in an ever-evolving landscape.

ALIGNING INFRASTRUCTURE ASSET MANAGEMENT WITH YOUR LONG-TERM INTEGRATED FINANCIAL STRATEGY

Effective infrastructure asset management is critical to ensuring for sustainable growth and financial stability in communities and organizations. This presentation will delve into the critical intersection of infrastructure management and long-term financial planning, offering actionable insights and strategic approaches to align these two essential components of organizational success.

This presentation is ideal for asset managers, infrastructure planners, and policy developers who are involved in shaping the strategic direction for their organization.

By the end of this session, participants will have a comprehensive understanding of how to effectively integrate infrastructure asset management with long-term financial planning, ensuring that both operational and financial objectives are met efficiently and sustainably.

Presenter:

- Patrick Kelly, CPA, CMA, CFO / Treasurer, Township of Mapleton

HOT TOPICS, EMERGING TRENDS, SUCCESSES AND CHALLENGES: A PLAN FORWARD TO SHAPING THE FUTURE

In part 1 of the Workshop, we will discuss emerging trends, successes and challenges; and identify key messages to include in the outcome statement from the Summit. The discussion will seek to identify an action (or actions) to focus on in the coming year, i.e. a plan forward to shaping the future. What steps can we take individually that will collectively work towards advancing asset management practices locally and nationally?

In the regional discussions to follow, part 2 of the workshop, participants will select priority actions for their region to be included in the outcome statement from the Summit.

Presenter:

- Darla Campbell, P.Eng., CSR-P, FEC, Sustainability & Asset Management Specialist, Dillon Consulting Ltd & Chair of the CNAM Board

THURSDAY OCTOBER 10

DECISION MAKING THROUGH AN ASSET MANAGEMENT LENS

Engaging decision makers in asset management requires focusing on data, risk, community impact, and practicality. Presenting solid data builds credibility and highlight potential risks, enabling proactive strategies. Additionally, considering community effects fosters trust and collaboration.

This session will focus on how aligning our discussions with organizational priorities helps create a shared understanding, facilitating productive dialogue. This approach guides informed decision-making, ensuring choices are strategic and beneficial for all interested and affected parties.

Presenter:

- Diane Freeman, P.Eng. FCAE, Principal, Air Quality, SLR Consulting & Councillor City of Waterloo

REGIONAL DISCUSSION

Led by Communities of Practices, this session is an opportunity to bring practitioners together for an asset management conversation to discuss areas of interest such as opportunities and challenges that are being experienced from a regional (e.g. British Columbia, Ontario) context.

Facilitators:

- Wally Wells P. Eng. Executive Director, Asset Management BC
- Jennifer Court, Executive Director, AMONTario
- Justine Baudart, Directrice de projets, CERIU | Centre d'expertise et de recherche en infrastructures urbaines
- Matt Delorme, Executive Director of Atlantic Infrastructure Management (AIM) Network
- Damien Burns, Deputy Minister, Community Services, Government of Yukon

CLOSING REMARKS

Conclude your CNAM 2024 Virtual Summit experience with our Day 2 Closing Remarks. Join us as we recap the final day's key insights, celebrate the achievements of the summit, and reflect on the collaborative efforts and discussions. This session will highlight the major takeaways and provide a forward-looking perspective, ensuring you leave with a sense of accomplishment and new connections.

Moderator:

- Patrick Kelly, CPA, CGA, CFO/Treasurer, Town of Mapleton

SPEAKERS & MODERATORS

GET TO KNOW THE VIRTUAL SUMMIT SPEAKERS & MODERATORS



SOLIMAN ABUSAMRA DIRECTOR, COMMERCIAL AND CONTRACTS HIGH FREQUENCY RAIL

Dr. Abusamra is a distinguished senior leader with over 15 years of experience spearheading innovative initiatives and executing major infrastructure projects. Currently, he serves as the Director of Commercial and Contracts at VIA-HFR, Canada's largest infrastructure undertaking, where he is responsible for overseeing contract management and commercial structuring. His dedication to advancing resilient and sustainable infrastructure reflects his commitment to supporting future generations.

Prior to his role at VIA-HFR, Dr. Abusamra held key positions as a Senior Project Manager and Contract Manager at VIA Rail Canada, managing capital infrastructure and rolling stock projects with a combined value exceeding \$1 billion. His global experience includes significant contributions to high-profile transportation projects, such as the Riyadh Metro Project in Saudi Arabia—a design-build rapid transit system featuring 6 lines, 176 kilometers, and 85 stations, with a budget of \$22.5 billion—and the REM project in Montreal. Dr. Abusamra's career also includes a role as a Manager in KPMG's Global Infrastructure Advisory Team, where he supported municipalities and clients in developing strategic and tactical asset management plans.

Academically, Dr. Abusamra earned his Ph.D. in Civil Engineering with a focus on Asset Management from Concordia University. He has authored several books, journal articles, and conference papers on municipal infrastructure asset management. His thought leadership is further demonstrated through speaking engagements at notable conferences, including TED Talks, and other media appearances. He has participated in industry forums such as the IAM and has served as a lecturer at Toronto Metropolitan University. Dr. Abusamra is also an editorial member and reviewer for prestigious journals like ASCE and CSCE. His active involvement extends to CNAM's board of directors and the Building Transformations' Asset Management and Lifecycle Think Tank.

GET TO KNOW THE VIRTUAL SUMMIT SPEAKERS & MODERATORS



JUSTINE BAUDART
DIRECTRICE DE PROJETS
CERIU | CENTRE D'EXPERTISE ET DE
RECHERCHE EN INFRASTRUCTURES
URBAINES

Justine Baudart graduated with a bachelor's degree in geography and a master's degree in urban planning in France. After working on innovative urban projects in Bordeaux, she continued her studies in Quebec to obtain a master's degree in urban infrastructure management from ÉTS.

For 6 years, she was the asset manager with the City of Bromont. Continuing her commitment to urban infrastructure in Quebec, she joined the Centre d'expertise et de recherche en infrastructures urbaines (CERIU) team in August 2024 as Project Director – Climate Action.



CLAIRE BENNETT
DIRECTOR, CLIMATE CHANGE
NATIONAL GOVERNMENT & PUBLIC SECTOR
SUSTAINABILITY MARKET LEAD
PWC CANADA

Claire is the National Government & Public Sector Sustainability Lead for PwC Canada. She brings deep expertise from over 14 years' experience leading and advising on top ranking and awarded sustainability programs, across levels government and associated stakeholder organizations. Claire's work has built significant corporate resilience beyond reputational and financial impacts, driving provincial legislative changes in sustainable infrastructure solutions and new approaches in data insights and impact measurement, including in partnership with UNRISD. She holds a professional master's degree in planning from the University of Waterloo, with international publications and extensive speaking on the topic of integrated sustainability management and impact reporting. Claire is a LEAN Green Belt and recipient of a Canada Clean50 award.

GET TO KNOW THE VIRTUAL SUMMIT SPEAKERS & MODERATORS



DAMIEN BURNS DEPUTY MINISTER, COMMUNITY SERVICES GOVERNMENT OF YUKON

Damien Burns began his career as an Initial Attack Firefighter in Ross River, Yukon, and went on to hold various positions in the public service over the following years. In 2015, as Director of Community Affairs, Damien was introduced to infrastructure asset management, where he worked closely with Yukon communities to establish an Asset Management Community of Practice that promoted the benefits of sustainable local services.

In 2018, Damien returned to the Yukon Wildland Fire program, as Director and led an expanded mandate focused on creating wildfire-resilient Yukon communities, using an asset management approach to fire risk reduction.

Damien has since served as Assistant Deputy Minister of Protective Services, where he led emergency responses to climate-related disasters, and as Assistant Deputy Minister of Community Development responsible for land and infrastructure development in Yukon communities. Recently appointed as Acting Deputy Minister of Community Services, he continues to advocate for an asset management approach to sustainable local services and climate-resilient Yukon communities.

Damien holds an MBA in Community & Economic Development with a Specialization in Strategic Leadership and has studied Forest Resource Management and Geographic Information Systems

GET TO KNOW THE VIRTUAL SUMMIT SPEAKERS & MODERATORS



DARLA CAMPBELL, P.ENG., CSR-P, FEC, SUSTAINABILITY & ASSET MANAGEMENT SPECIALIST, DILLON CONSULTING LTD & CHAIR OF THE CNAM BOARD

Darla is a sustainability and asset management specialist with over 35 years of experience in design and construction of municipal infrastructure, capital planning, as well as facilitation of public meetings and training. She holds a certificate in Asset Management from the Institute of Asset Management (IAM) and has completed the Certified Sustainability Practitioner program, approved by the Chartered Management Institute (CMI). Darla is currently the lead of asset management at Dillon Consulting Limited. Darla has delivered asset management training to 300 participants from 130 municipalities with 25 sessions funded by the Federation of Canadian Municipalities (FCM) as well as custom workshops for Council and staff and a 3-day in-person training for Indigenous Communities.

As the previous executive director of the Ontario Coalition for Sustainable Infrastructure (2012 to 2017) Darla served on the expert panel to the Ontario Ministry of Infrastructure on the development of the asset management regulation. She is the current Chair of the Canadian Network of Asset Managers (CNAM).



DONNA CHIARELLI DIRECTOR OF PROGRAMS AND CAPACITY BUILDING NATURAL ASSETS INITIATIVE

With 25 years' experience helping to build healthy, prosperous and resilient communities, Donna works to strengthen the integration of natural asset management into infrastructure management and decision making in her role as director of programs and capacity building at the Natural Assets Initiative (<https://mnai.ca/>). Donna is also an associate of the Climate Risk Institute, where she co-delivers a course on asset management and climate resiliency, part of CRI's accredited Infrastructure Resilience Professional Program. Previously, she acted as a senior advisor and manager of capacity building programming for the Green Municipal Fund (GMF) with the Federation of Canadian Municipalities.

GET TO KNOW THE VIRTUAL SUMMIT SPEAKERS & MODERATORS



JENNIFER COURT, EXECUTIVE DIRECTOR, AMONTARIO

Jennifer Court is the Executive Director of Asset Management Ontario, where she works to foster a center of excellence and innovation for public sector asset management in the Province of Ontario. Jennifer is a demonstrated leader with over 15 years' experience in the environmental sector, working across Canada on a range of issues, with a particular focus on green infrastructure. It was her work on green infrastructure asset management that first kindled her passion for asset management. She approaches asset management with a particular focus on promoting collaboration and supporting climate resilience.



MATT DELORME, P.ENG. EXECUTIVE DIRECTOR ATLANTIC INFRASTRUCTURE MANAGEMENT (AIM) NETWORK

Matt is executive director of Atlantic Infrastructure Management (AIM) Network, a non-profit that assists municipalities in Atlantic Canada with long-term service delivery planning through education, training and technical support. AIM Network's mandate is to grow capacity for long-term planning in municipal government, and Matt brings over 25 years' experience in civil engineering design and management to these efforts. He also oversees AIM Network's efforts to build free, open-source asset management planning tools and resources for municipalities. In engineering practice, his technical focus has been on hydrotechnical design, with a focus on climate adaptation over the last decade, on public infrastructure projects. He has worked with dozens of Atlantic Canadian municipalities to help resolve their infrastructure planning challenges.

GET TO KNOW THE VIRTUAL SUMMIT SPEAKERS & MODERATORS



DIANE FREEMAN, P.ENG. FCAE, PRINCIPAL, AIR QUALITY, SLR CONSULTING & COUNCILLOR CITY OF WATERLOO

Diane Freeman is a professional engineer with over 30 years of engineering and project management expertise and served as President of Professional Engineers Ontario in 2010-11. She has over 25 years of experience specific to air quality engineering where she specialized in land use compatibility assessments, environmental air quality compliance including dispersion modelling with specific expertise related to odour modelling and management. In addition to engineering, Diane has served as an elected member of Council for the City of Waterloo since 2006.



KELSEY GREEN, FEC, P. ENG, VICE PRESIDENT EAGLE ENGINEERING + CONSULTING

With two decades of expertise spanning engineering, asset management, and climate adaptation, Kelsey brings a pragmatic approach to sustainable infrastructure and service delivery. Based in Halifax, Nova Scotia, he has partnered with agencies at all levels of government, tailoring asset management programs to meet diverse needs. From strategic planning to risk mitigation, Kelsey's focus is on ensuring service reliability and climate resilience. His strong background in municipal engineering fuels his passion for sharing insights and driving asset management best practices forward. Kelsey has been with Eagle Engineering and Consulting since 2020 and is Vice President of Asset Management and Municipal Services.

GET TO KNOW THE VIRTUAL SUMMIT SPEAKERS & MODERATORS



LEE ANNE HARDER SENIOR ASSET MANAGEMENT CONSULTANT, WSP

Lee Anne is an experienced, energetic and passionate Asset Management Professional with over 24 years of experience in government and private sectors. Lee Anne worked in Corporate Asset Management for both the Cities of Regina and Saskatoon, where she worked to implement and grow maturity in asset management programs. Initiatives include development of levels of service frameworks, coordinating the adoption of the asset management roadmaps across the organization, facilitating the development asset management plans and developing and delivering asset management training on processes, tools, methodologies, and performance measures. Lee Anne joined WSP in 2022 as a Senior Asset Management Consultant with the municipal section of WSP's advisory group where she continues to help communities and organizations across Canada to grow maturity in their asset management program.



PATRICK KELLY, CPA, CMA CFO / TREASURER TOWNSHIP OF MAPLETON

PATRICK KELLY is a Chartered Professional Accountant (CPA, CMA) and currently holds the position of Chief Financial Officer / Treasurer with the Township of Mapleton, ON. A proud graduate of the University of Western Ontario, with nearly 20 years of progressive experience in the Public Sector, he specializes in long-term integrated financial planning, municipal asset management, corporate procurement, strategy, governance and financial reporting.

Patrick has championed the establishment of a corporate culture committed to holistic Asset Management in multiple organizations, and also sits on the Board of Directors for the Canadian Network of Asset Managers (CNAM). He is also an active member on the Board of Directors for the Municipal Finance Officers Association (MFOA) in Ontario. Patrick has been a volunteer firefighter for 20 years, and is committed to volunteering his time to support community building through a number of causes.

GET TO KNOW THE VIRTUAL SUMMIT SPEAKERS & MODERATORS



TONYA KNOPP
MANAGER, FACILITY ENGINEERING, CITY OF ST. JOHN'S, NEWFOUNDLAND AND LABRADOR

Tonya Knopp is a Professional Engineer with over 20+ years of progressive experience in the construction industry. She has worked in both the private and public sectors and her main areas of expertise are in linear and vertical (building) infrastructure construction projects as well as asset management. She is currently working as the Manager, Facility Engineering with the City of St. John's in St. John's, Newfoundland and Labrador.

Academically, Tonya is a strong advocate for continuing education and has added the following qualifications to her resume over the years: a Master's Certification in Project Management from York University, a Lean Green Belt in Continuous Improvement from Leading Edge, a Certified Asset Management Professional from PEMAC, a Master's Degree in International Construction Management with Merit from the University of Bath, a Certified Passive House Designer/Consultant (Examination Pending), a Gold Seal Intern with the Canadian Construction Association, and is currently completing a Doctorate in Philosophy (PhD) in Civil and Architectural Engineering from the University of Bath with a specialization in Climate Resilience of Municipal Building Infrastructure.



NICK LARSON
**DIRECTOR OF THE BUSINESS AND ASSET
MANAGEMENT STANDARDS GROUP
OCWA**

Nick Larson is a Civil Engineer who has worked for 18 years in both the private and public sectors to help build successful communities. In his role as Director of the Business and Asset Management Standards group at OCWA, Nick works with everyone from front-line operators to senior leadership to create the blend of people, processes and technology required to deliver world-class water, wastewater and stormwater services to Ontario communities.

GET TO KNOW THE VIRTUAL SUMMIT SPEAKERS & MODERATORS



ROSS MCFARLAND
STREETS CAPITAL PROGRAM MANAGER
CITY OF VANCOUVER

Ross strives to empower communities through equitable stewardship of infrastructure assets. He currently works for the City of Vancouver as their Streets Capital Program Manager, responsible for capital planning and asset management for roads, sidewalks, and other street assets. Previously, he managed the Sidewalk Repair Program at the City of Seattle and co-led their transportation department's Race & Social Justice Change Team, focused on equity training and policy. Ross has also served as a member of FCM's Municipal Asset Management Program's Technical Working Group, helping advance conversations in equity & AM among Canadian professionals.



MARIA MIDDELVEEN
PROCUREMENT DIRECTOR
VIA HFR

Maria Middelveen is a Professional Engineer and currently holds the position of Procurement Director at VIA HFR. She has worked in both the private and public sectors where she developed over 20+ years of experience in environmental engineering and sustainable development. She is a strong advocate for progressive, innovative, and multidisciplinary solutions and holds a master's degree in interdisciplinary studies - work organization and leadership. She has developed and implemented ISO 14001 environmental management systems, designed, and commissioned industrial wastewater treatment systems, incorporated Lean Manufacturing principles in sustainable development projects, and won innovation awards for her work streamlining government operations and developing funding programs and contracts aimed at achieving climate change targets.



LESLIE NANIBUSH
ASSET MANAGEMENT COORDINATOR
TOWNSHIP OF WILMOT

Leslie Nanibush is a certified asset management professional with over 5 years' experience working for Canadian Municipalities. As an Asset Management Coordinator for the Township of Wilmot, Leslie is passionate about fostering collaboration between stakeholders and driving innovative solutions that enhance municipal services. Leslie looks forward to facilitating engaging discussions at the summit to support knowledge sharing and best practices in the field.

GET TO KNOW THE VIRTUAL SUMMIT SPEAKERS & MODERATORS



CASSANDRA PACEY, CPA, CGA, MANAGER, ASSET MANAGEMENT, CITY OF WATERLOO

Cassandra Pacey is a Chartered Professional Accountant, Certified General Accountant, and the Manager of Asset Management at the City of Waterloo. Drawing on her 25 years of diverse experience in both the public and private sectors, Cassandra's responsibilities include managing the City's Asset Management team and its custom-built decision support system. Some of Cassandra's past experiences at the City include the development of a Long Term Financial Plan and related model, managing the federal and provincial grant process and coordinating the City's capital and operating budget preparation process. Drawing on her years of diverse experience, Cassandra has enjoyed bridging the City's finance and engineering worlds to bring together a collaborative asset management approach at the City of Waterloo.



SHEKAR SHARMA MANAGER - ASSET DATA & INTEGRITY VANCOUVER AIRPORT AUTHORITY

Shekar Sharma is a seasoned infrastructure asset management professional with over 10 years of experience in the industry. He has a proven track record of optimizing asset performance and extending the lifecycle of critical infrastructure through innovative strategies and data-driven decision-making. He excels in developing and implementing comprehensive asset management plans, conducting condition and risk assessments, leveraging cutting-edge technology to enhance operational efficiency, and working with CMMS systems to streamline maintenance processes and improve data accuracy. Shekar is passionate about sustainable infrastructure development and is committed to delivering value and reliability to stakeholders.



WALLY WELLS P. ENG. EXECUTIVE DIRECTOR ASSET MANAGEMENT BC

Wally Wells is an icon in asset management in Canada. Since retiring from consulting in 2004, Wally has focussed his energy on infrastructure management resulting in the creation of Asset Management BC in 2007. Wally serves in the role of its Executive Director and has published 43 newsletters. He has also served on the Federation of Canadian Municipalities MAMP Technical Committee from 2016 to 2024, helping to shape the Municipal Asset Management Program to reach communities coast to coast to coast and is the recipient of the CNAM visionary award.

GET TO KNOW THE VIRTUAL SUMMIT SPEAKERS & MODERATORS



JACQUELINE WESTON **ASSET MANAGEMENT PROGRAM MANAGER** **DISTRICT OF SAANICH**

Jacqueline Weston is a Professional Engineer and Project Management Professional with experience across the asset lifecycle, including infrastructure planning, design & construction, and operations & maintenance. Jacqueline has been the Asset Management Program Manager for the District of Saanich since the fall of 2021. She is motivated by working with a cross-departmental team on continual improvement towards sustainable service delivery - asset management is fun!



ARNOLD YUAN **PROFESSOR, DEPARTMENT OF CIVIL** **ENGINEERING** **TORONTO METROPOLITAN UNIVERSITY**

Arnold Yuan has been working in the research area of life-cycle infrastructure management over twenty years, focusing on engineering risk and reliability, system safety, infrastructure asset management, and construction management. He studied many different engineering systems including building structures, bridges, highway pavements, nuclear power plants, and municipal infrastructure systems.



CHRIS YANG **LEADER, PAVEMENT ASSET MANAGEMENT** **CITY OF CALGARY**

Chris Yang is a Professional Engineer and Asset Manager at the City of Calgary. His responsibilities include the strategic planning, coordination, and management of the city's roadway assets. With over ten years of specialized experience in transportation engineering and asset management, Mr. Yang excels in the assessment of asset conditions, lifecycle cost analysis, and the implementation of risk management strategies. His commitment to integrating cutting-edge technologies and data analytics has significantly contributed to the advancement and resilience of Calgary's infrastructure. Furthermore, Mr. Yang is the chair of Transportation Association of Canada's Asset Management Committee and a committee member of the CNAM ERT Committee and has authored numerous articles for technical conferences and journals.

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