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UNSM Asset Management
Halifax NS

The Municipal Asset Management Program

14 June 2017

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Agenda

- Overview of MAMP
- Applying for MAMP direct funding
- Your Questions



The Municipal Asset Management Program (MAMP)

June 8th, 2017

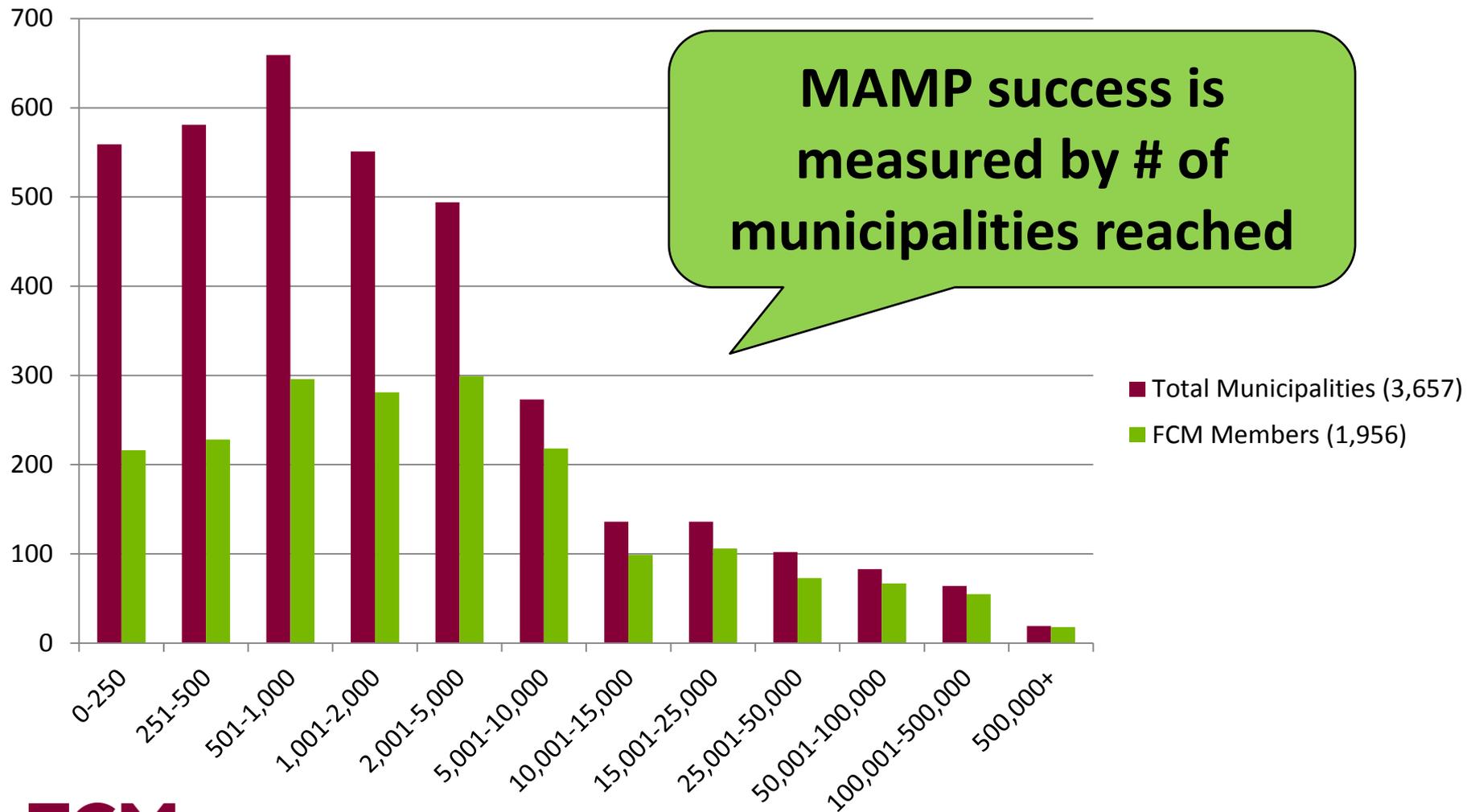


Guiding Principles

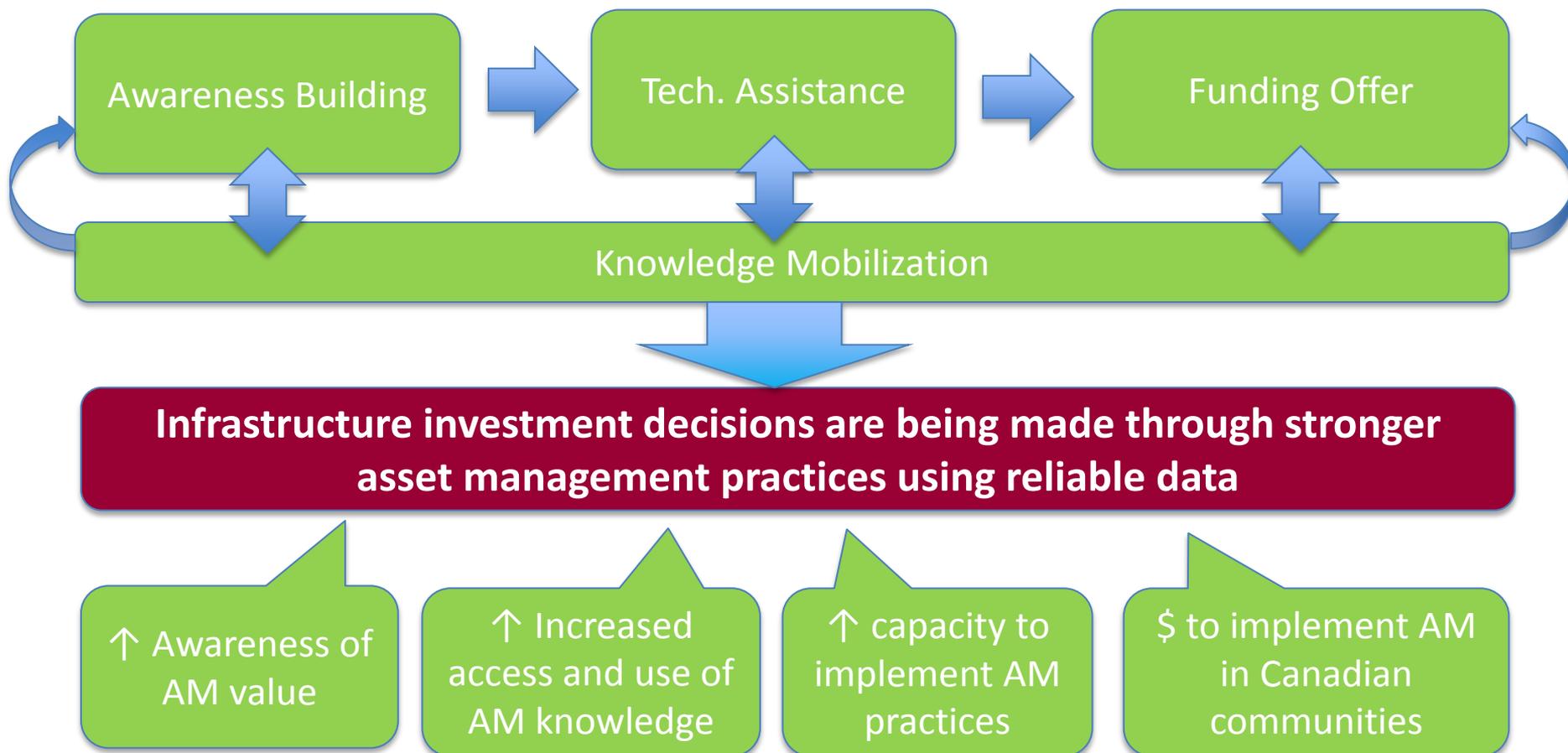
- **Partner with PTAs** to ensure that the program is complementary (and not redundant) to existing Provincial or PTA programs;
- **Recognize existing** (Gas Tax Fund) and pending regulatory requirements in each Province;
- **Engage INFC** to aim for a common set of metrics for measuring asset management progress across Canada;
- **Leverage the accepted practices** and expertise already in place;
- **Assess and address gaps** where current initiatives need assistance in meeting common asset management goals.
- **Ensure that MAMP is accessible** to all municipalities regardless of size, capacity, geography or stage of adoption of AM practices.



Mission Critical: Partnering for MAMP success



Program Pillars (Logic Model)



Asset Management Readiness Review

- Most Canadian municipalities are...
 - Beginning...
 - Limited resources
 - Wondering where to start
- Asset Management is a Journey
 - Expected timeline to full adoption is 5 to 10 years



So what does it all mean?

- We need to be accessible and relevant to a VERY wide audience:
 - By size (population and capacity/# of staff)
 - By geography and jurisdiction
 - By rate of adoption (or maturity) of AM practices
 - By area of adoption of AM practices (i.e., data vs. governance)
- Delivering AM takes time and progress is incremental

But....together, we can drive Asset Management forward in Canadian communities



Awareness Building

AM Continuum of Change

Changes to policies & practices of AM



Engagement of municipalities with MAMP



Increase the level of importance/priority in engaging in AM



Elevate levels of interest in AM (decision makers & influencers)



Raise awareness about WHAT and WHY AM

REACH – ENGAGE – CONVERT



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Awareness Building & Technical Assistance

- RFP Themes
 - May 2017: Leverage & amplify current programming
 - Fall 2017: Cohort-based learning program
- Awareness for Elected Officials and Sr. Administrators
 - Test our findings (CAMA, FCM Annual Conference)
 - Develop, test and refine key messages
 - Partner for outreach across Canada
- Finding Champions to spread the word
 - Elected officials
 - Municipal staff



MAMP Direct Funding Offer

Funding Offer:

- Lesser of 80% of Eligible Costs and \$50,000.00

Features:

- ✓ Continuous intake
- ✓ Time from application to decision (max. 8 weeks)
- ✓ Wider distribution (\uparrow # of Recipients ≥ 550)
- ✓ Projects ≤ 12 months (including 1 month for reporting)
- ✓ Contract with one Lead Applicant (applicants can form partnerships and share resources).



MAMP Direct Funding Offer

Eligible applicants are defined as:

Municipal governments (e.g. towns, cities, regions, districts, etc., and local boards thereof)

OR

Municipal partners applying in partnership with a municipal government

A municipal partner is one of the following entities:

- a municipally-owned corporation
- a regional, provincial or territorial organization delivering municipal services
- An indigenous community that has a shared service agreement with a municipal government related to infrastructure
- a not-for-profit organization with a focus on municipal services



MAMP Direct Funding Offer

Eligible Activities include:

- ✓ AM Assessments (needs or risks)
- ✓ AM Plans, Policies, and Strategies
- ✓ Data collection and reporting
- ✓ AM Training and organizational development
- ✓ Knowledge transfer, development and sharing

**Broad approach to eligible activities
to ensure inclusivity**



Measuring progress of MAMP Recipients

Asset Management (AM) Readiness Scale

Competency: POLICY AND GOVERNANCE

This competency involves putting in place *policies and objectives* related to asset management, bringing those policies to life through a *strategy and framework*, and then *measuring and monitoring* implementation over time.

Readiness Level ➔	1		2	3	4	5
	Working on Level 1 <input type="checkbox"/>	Completed Level 1 <input type="checkbox"/>	Completed Level 2 <input type="checkbox"/>	Completed Level 3 <input type="checkbox"/>	Completed Level 4 <input type="checkbox"/>	Completed Level 5 <input type="checkbox"/>
	We have drafted an AM policy and strategy, and have developed a framework and expectations for our AM system.		We have documented the benefits and outcomes we hope to get by following our policy and implementing our AM strategy and system. We have created a roadmap guiding our actions in achieving these outcomes.	We are following our roadmap in implementing our AM strategy and system. We have clear performance measures in place to track progress and outcomes.	We have our AM system in place and are measuring outcomes and benefits to our community. We have updated our roadmap to guide our AM system's ongoing improvement.	We are following our updated roadmap and continually improving our AM system.
↓Outcomes ↓	You have achieved a specific readiness level when you can demonstrate the corresponding outcomes below.					
Policy and Objectives	<ul style="list-style-type: none"> Senior management has endorsed draft AM policy and objectives. 		<ul style="list-style-type: none"> Council has endorsed the AM policy. 	<ul style="list-style-type: none"> We are starting to use AM policy objectives to guide our actions. 	<ul style="list-style-type: none"> We are managing assets and services in accordance with AM policy and organizational objectives. 	<ul style="list-style-type: none"> We are validating and refining corporate, service and AM objectives based on the evolving needs of our community.
Strategy and Framework	<ul style="list-style-type: none"> We have drafted an AM strategy and framework, and AM system planning has begun. 		<ul style="list-style-type: none"> We have completed the strategy and framework for our AM system. We have established a roadmap to guide the detailed actions surrounding its deployment. 	<ul style="list-style-type: none"> We are following our roadmap in implementing the AM system. 	<ul style="list-style-type: none"> We are achieving our AM policy objectives through a fully functional AM system. Necessary workflows, documents and reporting tools are in place. We are updating our roadmap to address evolving needs. 	<ul style="list-style-type: none"> We are following our roadmap in continually improving the AM system, and documenting the improvements.
Measurement and Monitoring	<ul style="list-style-type: none"> We have documented and educated stakeholders on our AM system plans and our objectives for the coming year. 		<ul style="list-style-type: none"> We have defined and documented expected AM system benefits and outcomes. 	<ul style="list-style-type: none"> We have established performance measures to monitor AM system progress and its outcomes and benefits to our community. 	<ul style="list-style-type: none"> We are using performance measures to monitor progress and AM system outcomes and benefits. 	<ul style="list-style-type: none"> We are monitoring performance and using the feedback to prioritize and make ongoing refinements and improvements.



Asset Management Readiness Scale

5 Competencies:

- Policy and governance
- People and leadership
- Data and information
- Planning and decision-making
- Contribution to asset management practice



MAMP Direct Funding Offer

Applicant accesses:

- Application Guide
- Application Form
- Readiness Scale
- Workplan & Budget Template
- Templates for resolutions/support letters



Getting Started

MAMP Application Form

- Identify yourself
- Tell us where you are starting from (AM)
- Tell us what you want to do, why it is a priority and how you know you will have succeeded
- Tell us where you think you will end up (AM)
- Tell us what resources you will put to work
- Tell us about any foreseen challenges
- Identify all funding sources
- Demonstrate municipal endorsement



Readiness Scale

- Intro to maturity and measurement
- Context to MAMP
- Framework, Competencies and Steps
- Level Setting – What to Expect
- Example and Discussion



What is a readiness scale?

- Readiness or Maturity Scales are widely utilized in business as a means of measuring an organization’s capacity and adoption of leading practices, capabilities and tools.
- Generally based on a five-point progressive scale, describing the evolutionary development of key competencies and supports

1	2	3	4	5
Initial	Repeatable	Defined	Managed	Optimizing
Organization has awareness and is working to formalize its requirement; there is evidence of intent to progress; current approach is generally undocumented, reactive and varies in make-up and application; outcomes are unmeasured and unpredictable.	Organization has formalized its requirement and is working to progress. Approach is structured and often repeatable, but largely undocumented and may not align with broader objectives and context; performance is generally measured and roughly predictable.	The organization has formalized its requirement and it is being used within its daily operations; approach is structured and fully documented, and aligns with the broader objectives; performance is closely measured and managed.	The organization is systematically and consistently refining its requirement, in line with its broader objectives and context; approach is fully embedded and drives activity; performance is monitored and trade-offs are weighed and used to guide action.	The organization employs the “leading practice”, and achieves maximum value through its application in line with objectives and context; approach is validated and refined based on benchmarked performance and evolving needs and state of the art.



How will it do it?

The AM Readiness Scale examines a municipality's progress in developing five key asset management "Competencies":

Policy and Governance	<ul style="list-style-type: none">• Putting in place policies and objectives• Bringing those policies to life through a strategy or framework• Measuring and monitoring progress
People and Leadership	<ul style="list-style-type: none">• Setting up cross-functional groups with clear accountability• Ensuring adequate resourcing and commitment to advance asset management
Data and Information	<ul style="list-style-type: none">• Using data to support effective AM planning and decision-making: Asset Data, Performance Data, Financial Data
Planning and Decision-Making	<ul style="list-style-type: none">• Documenting and standardizing how the organization sets priorities• Plans capital and O&M investment• Decides on budgets
Contribution to AM Practice	<ul style="list-style-type: none">• Training and staff development• Sharing knowledge internally• Participating in external knowledge sharing



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