

Year 2 Annual Progress Report

Municipal Asset Management Program





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Acronyms and abbreviations

AFMNB	l'Association francophone des municipalités du Nouveau-Brunswick
AM	Asset management
AMBC	Asset Management BC
FCM	Federation of Canadian Municipalities
FQM	Fédération québécoise des municipalités
INFC	Infrastructure Canada
MAMOT	Ministère des Affaires municipales et de l'Occupation du territoire
MAMP	Municipal Asset Management Program
MCIP	Municipalities for Climate Innovation Program
NAMS	National Asset Management Strategy
NWTAC	Northwest Territories Association of Communities
PSC	Program Steering Committee
PTA	Provincial and territorial municipal association
RFP	Request for proposals
SUMA	Saskatchewan Urban Municipalities Association
TWG	Technical Working Group

1. Overview of MAMP

What is the Municipal Asset Management Program?

The Municipal Asset Management Program (MAMP) is a \$50 million capacity-building fund entrusted to the Federation of Canadian Municipalities (FCM) by Infrastructure Canada (INFC) to enable the adoption and improvement of asset management practices across Canada's municipal sector.

By enabling improved asset management practices, better data collection and evidence-based decision-making in the municipal sector, Infrastructure Canada is optimizing the delivery of more than \$180 billion in funding to support rehabilitation, renewal and resilience of Canada's public infrastructure.

MAMP's guiding principles

During the inception phase of the program (2016–2017), MAMP consulted with the provincial and territorial municipal associations (PTAs), communities of practice and other key stakeholders. These consultations resulted in some key guiding principles that shaped the collaborative design of the program:

- Partner with PTAs and other organizations to ensure that MAMP is complementary (and not redundant) to existing programs.
- In each province and territory, recognize existing regulatory requirements (such as the Gas Tax Fund) and those that are pending.
- Engage INFC to aim for a common set of metrics for measuring MAMP progress across Canada.
- Leverage the accepted practices and expertise already in place in each jurisdiction to build a common framework for asset management across Canada.
- Assess and fill the gaps where current programs need assistance in meeting common asset management goals.

Overview of MAMP's first year of implementation

2017–2018 was MAMP's first year of implementation. MAMP has been highly successful this year, meeting all its objectives and establishing a strong network across the country that will enable continued success in the coming years.

The program's portfolio of municipal grant projects and partner-led programming is reaching MAMP's target audience — small and medium-sized communities in every province and territory across Canada — and enabling them to improve their asset management practices. Most critically, MAMP has successfully fostered a strong and collaborative network of partners and stakeholders that is central to the program's success.

Program achievements: F2017–2018

Figure 1 presents a timeline of some of the key milestones MAMP has achieved over the course of the year. In its first full year of implementation, MAMP:

- ▶ Launched its grant offer for municipalities
- ▶ Launched its first request for proposals for partner organizations to deliver programming that builds awareness and provides technical assistance
- ▶ Established its Technical Working Group to advise the program team on implementation and knowledge products
- ▶ Supported collaboration between asset management communities of practice
- ▶ Developed asset management knowledge tools and resources to be published in Year 3

Figure 1 Timeline of MAMP Milestones



Working in partnership and leveraging expertise

Momentum around asset management (AM) continues to build across the country. Different jurisdictions take slightly different approaches to AM, making it increasingly important for MAMP to partner with regional organizations and recognize jurisdictional requirements. MAMP is tapping into a high degree of interest and engagement among partner and stakeholder organizations, including the provinces and territories, provincial and territorial municipal associations (PTAs), communities of practice and other organizations. These partners provide strong support to municipalities — both with MAMP's support and independent of the program. They want to see MAMP focus on filling gaps in programming, tools and resources while continuing to support different approaches in each jurisdiction.

2. Building awareness about asset management

In 2017–2018, MAMP worked with partners to raise awareness of asset management in municipalities across the country.

Results — awareness-building activities

- 23 partners contracted to provide awareness-building and technical assistance support to municipalities
- 66 awareness-building events delivered by partner organizations, with 2,698 attendees in total
- 7 presentations on asset management delivered across the country by MAMP, reaching 514 attendees
- 73% of participants (78% of elected officials and 70% of municipal staff) who evaluated MAMP awareness-building activities reported better understanding of asset management, and 92% indicated that events met or exceeded their expectations

Figure 2: Changes to participants' understanding of asset management at awareness-building events

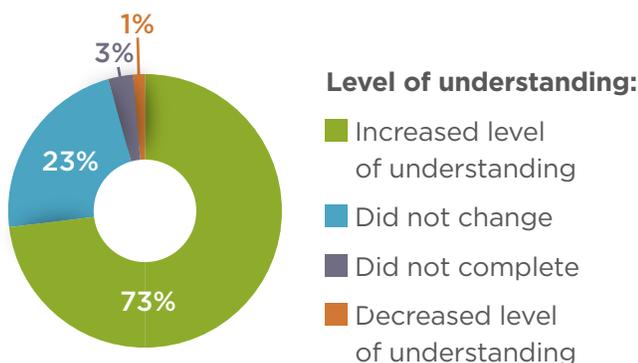


Figure 3: Extent to which awareness-building events met participant expectations



Awareness-raising delivered by partner organizations

MAMP's first round of funding for partner organizations (RFP #1), launched in May 2017, funded 23 proposals to provide presentations and workshops to municipalities across Canada, with the goal of raising awareness about asset management.

The partner-based approach is proving to be a good model for ensuring that communication about asset management is appropriately tailored to different jurisdictions. Organizations across the country created a variety of materials — from videos and maintenance checklists specific to the northern context, to a recruitment video that attracted large numbers to webinars in Saskatchewan, to presentations at scheduled municipal conventions and full-day workshops in small communities.

One of the unanticipated benefits of the partnership approach was the extent to which organizations connected with each other and collaborated in their proposals. Organizations in Quebec, Saskatchewan and Alberta leveraged each other's efforts and in some cases submitted joint proposals.

Creating partnerships with organizations that cover all jurisdictions is a strategic priority for MAMP — particularly in northern communities, where the challenges that communities face differ from the rest of Canada and the support provided by the provincial and territorial municipal associations (PTAs) and territorial governments is critical. In 2017–2018, MAMP worked with the PTAs in all three territories.



Key to success:

Seek feedback from partner organizations and be responsive to their operating realities and needs.

Quotes from partner organizations:

“The MAMP team has been more than accommodating given our organization's volunteer nature.”

“Received sufficient funding and flexibility to merge our project with another when capacities changed.”

“Lots of learning steps have been taken on MAMP RFP 1 from both [our organization] and FCM in terms of how to best make progress and work together, including dealing with tight time frames on occasion and financial risk mitigation actions.”

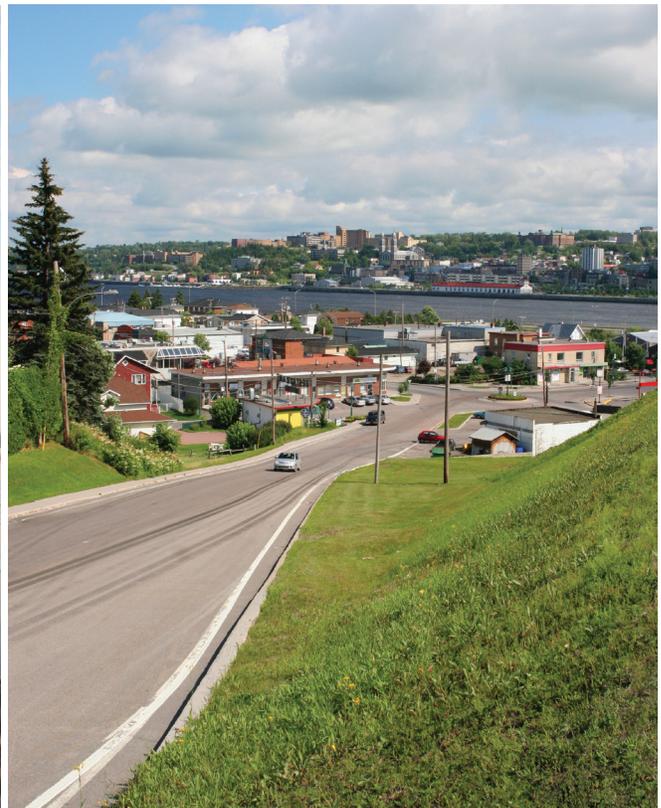
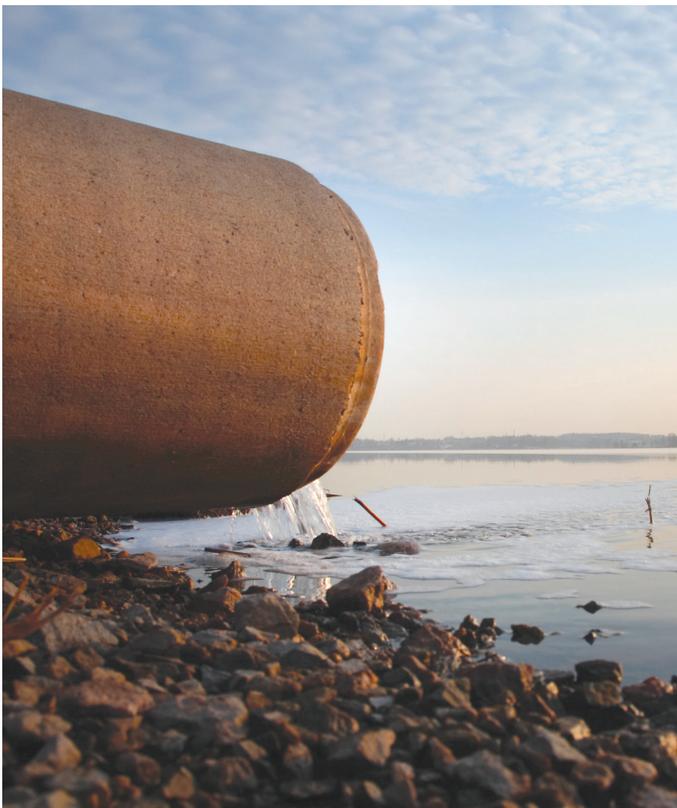
FCM-delivered awareness-building activities

In Year 2, MAMP directly delivered presentations on asset management and MAMP in Edmonton, Winnipeg, Iqaluit, Ottawa, Fredericton and Antigonish.

Knowing the importance of peer-led learning, MAMP included experienced municipal staff to share their asset management case studies at one workshop, and two elected officials to speak at the FCM Annual Conference. Participants emphasized that this peer-to-peer approach was highly valuable. FCM also used these awareness-building sessions to test how different asset management messages resonated with each audience.

From awareness raising to technical assistance — understanding leads to action

During the stakeholder consultations held during 2016–2017, MAMP heard that many elected officials and municipal staff in Canada were unaware of the value that asset management can bring to their communities. This is why MAMP has placed great emphasis on building awareness. Awareness building will remain a focus throughout the rest of the program in an effort to reach more Canadian municipalities, and to address continual turnover of staff and elected officials. At the same time, as awareness grows, MAMP will place greater focus on providing technical assistance to help municipalities build capacity and take action on asset management.



Solutions tailored to local realities:

Asset management capacity building in the Northwest Territories



Source: Northwest Territories Association of Communities

While it can be challenging to maintain and renew infrastructure in any municipality, it is particularly difficult in Canada's northern communities due to factors such as vast distances, harsh climate and lack of local expertise.

“Many of the solutions and approaches that work for municipalities in the rest of Canada simply don't work here,” says Sara Brown, chief executive officer of the Northwest Territories Association of Communities (NWTAC). Born in Yellowknife, Sara Brown has worked in the municipal sector for more than two decades, including stints in the Ontario towns of Huntsville and Ajax.

“Even something as simple as sharing information has to be done differently in the North,” she says. “The high costs of travel make it difficult to bring in a consultant or attend a conference. And the lack of broadband Internet service in many communities makes it nearly impossible to videoconference or share files online.”

The effects of climate change also make infrastructure planning more challenging in the North. By some estimates, the impacts of climate change are up to four times more severe in the North than they are in the rest of Canada. Ice roads are usable for shorter periods each year, for example, and melting permafrost causes buildings to shift.

“Risk management is another important consideration,” says Sara Brown. “If a recreation centre's heating system fails in winter, for instance, it can be catastrophic and affect everything from school attendance to the crime rate. There aren't tradespeople in every community and it's often not possible to bring in the parts needed to complete repairs.”

To help its 33 member communities address these challenges, NWTAC follows a collaborative, multi-faceted strategy. For several years, the organization has helped member communities incorporate asset management into their planning processes. In support of these efforts, NWTAC received funding from the Federation of Canadian Municipalities' Municipal Asset Management Program (MAMP) in 2017. The funding has helped NWTAC to design and deliver training, and to develop and distribute materials that build the planning capacity of communities. The materials include videos, life cycle planning workbooks and preventative-maintenance checklists. NWTAC will also host a two-day asset-management conference for municipal staff and elected officials.

“MAMP's assistance is ideal...because it enables us to design solutions tailored to the circumstances of our communities. In this way, we are able to focus on the supports that are most useful to our northern communities and ultimately achieve better outcomes.”

- Sara Brown, chief executive officer of the Northwest Territories Association of Communities (NWTAC)

3. Technical assistance to build capacity in asset management

Once municipalities are aware of the value of asset management practices, the next step is to develop the expertise and capacity to adopt them at the local level. In Year 2, MAMP’s partners delivered asset management training to municipalities in a variety of formats.

Results – technical assistance activities

- 23 technical assistance activities delivered by seven partner organizations in Year 2, with a total of 580 attendees from 286 municipalities
- 88% of participants surveyed agreed, or somewhat agreed, that the training increased their municipalities’ asset management capacity, and 94% indicated that the training met or exceeded their expectations
- 63% of respondents to a follow-up survey, three months after attending technical assistance training, indicated that they had taken concrete steps to improve asset management at their municipality

Figure 4: Extent to which participants agreed that technical assistance events increased their municipality’s asset management (AM) capacity

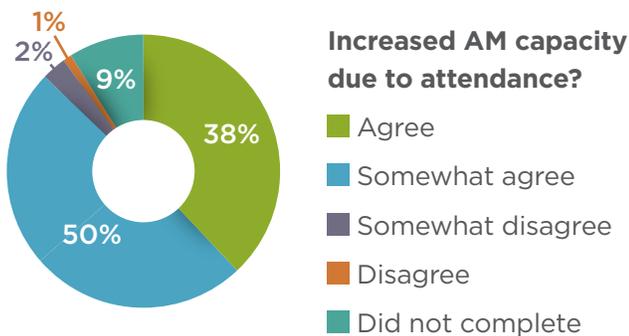
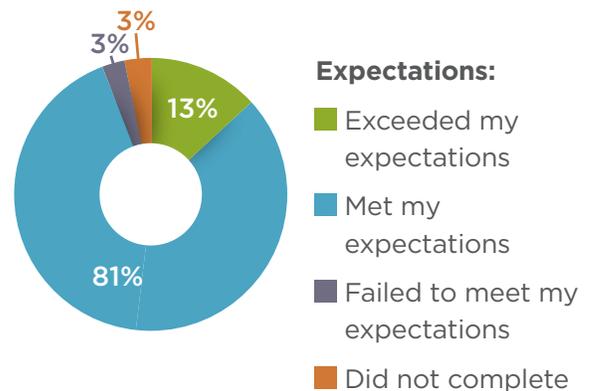


Figure 5: Extent to which technical assistance events met participant expectations



Technical assistance delivered through MAMP’s first round of funding (RFP #1)

Seven partners delivered technical assistance under MAMP’s first round of funding (RFP #1). Activities included full-day workshops where participants assessed themselves using FCM’s Asset Management Readiness Scale, and online courses and learning modules.

A 10-week online course offered by the National Asset Management Strategy (NAMS) Canada was especially popular. The course was capped at 200 participants to allow for the high level of individual support provided by the NAMS team. It was so popular with Canadian municipalities that the 200 spots were filled in 16 days, with individuals from 140 different municipalities.

Design and launch of MAMP’s second round of funding (RFP #2)

MAMP’s second round of funding is focused on a “group learning” approach. MAMP will fund partner organizations to provide asset management technical assistance to cohorts of municipalities. This model is a cost-effective and beneficial way to provide appropriate support to small communities.

MAMP launched this second round of funding in March 2018 — a slight delay from the original plan, in response to feedback from partner organizations who needed more time to complete the activities under the first round of funding. While this next round of funding focuses primarily on technical assistance, there is still some flexibility for partner organizations to continue providing awareness-building events as they deem appropriate, and to deliver the kind of programming that best meets the needs of municipalities in their jurisdictions.



Source: Northwest Territories Association of Communities

Bringing asset management to life: How AFMNB provides essential support to communities like Rogersville, NB



Many small- and medium-sized communities across New Brunswick have begun to incorporate the principles of asset management into municipal planning thanks to an initiative led by l'Association francophone des municipalités du Nouveau-Brunswick (AFMNB). AFMNB members include 50 municipalities, representing approximately 300,000 people or one-third of the province's total population.

"We surveyed our members last year to identify how best to help them make the most of their infrastructure," says Eugénie Boudreau, AFMNB's assistant general director (directrice générale adjointe). "During the last year, we developed and started to deliver targeted workshops and planning tools."

AFMNB accessed most of the funding for the initiative through MAMP. Another key partner is the Collège communautaire du Nouveau-Brunswick. The initiative includes a series of workshops staged across the province for small groups of both municipal employees and elected officials.

"The workshops are a hit," says Eugénie Boudreau. "Soon after launch, enrolment began to exceed expectations by up to 40 per cent."

Employees and officials of Rogersville, population 1,100, have found the workshops extremely beneficial, according to Angèle McCaie, the town's general manager (directrice générale). "What's particularly helpful is that the workshop series starts with the basics and then progresses through the advanced understanding a municipality needs to plan effectively."

With a full-time staff of only three people, along with four councillors and a mayor, Rogersville has struggled with effective long-term planning. "We're better at handling the short-term crises that seem to come up regularly than we are at long-term planning. Asset management will improve our ability to manage everything from our municipal buildings and lands to our sewer system, which is near the end of its life cycle."

Rogersville plans to adopt an asset management policy by July 2018. To help with the next step — a capital plan — the town applied for and received a MAMP grant.

"Rogersville is ready for a new way of doing things and we're determined to realize the full potential of asset management.... AFMNB helps us achieve this goal by providing support tailored to our particular circumstances. With the training and tools they provide, I'm confident that we can deliver the quality of services that our residents deserve."

- Angèle McCaie, Rogersville's general manager

4. Grants for municipalities to build capacity in asset management

MAMP provides funding to municipalities for a range of projects, to support them in building their asset management capacity and expertise.

Results – grants for municipalities

- 227 projects approved between the launch of the program in May 2017 and March 31, 2018
- 15 projects completed, with 80% of completed projects demonstrating a level-step improvement on the FCM Asset Management Readiness Scale
- \$9.3 million in funding awarded
- 81% of MAMP projects awarded to communities with populations of fewer than 15,000 people

Learn more about asset management initiatives funded through MAMP in 2017–2018.

Grants for municipalities

MAMP's grant program for municipalities was designed to maximize flexibility, allowing recipients to choose the activities most relevant to them.

Key characteristics of MAMP's grant offer for municipalities

- Projects may access funding to the lesser of \$50,000 and 80 per cent of eligible project costs to conduct eligible activities that result in improved asset management practices and are completed within 12 months (including one month for final reporting).
- Projects can be co-funded by other government funding sources (no stacking limits).
- Eligible activities are designed to ensure relevance to all municipalities regardless of their asset management readiness level and are flexible to support the development of asset management plans under any framework, categorized as follows:¹
 - Asset management assessments (risks, needs)
 - Asset management plans, policies and strategies
 - Data collection and reporting
 - Training and organizational development
 - Knowledge transfer

¹ Exclusions include feasibility studies, activities to meet PS-3150 requirements, any capital cost other than asset management software and any activity considered general operation and/or maintenance.

MAMP's accessible application, evaluation and approval process

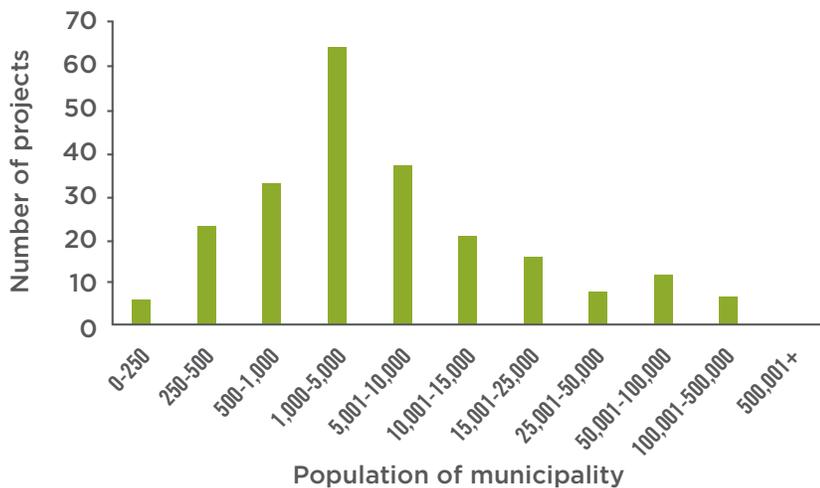
In demand across Canada, MAMP's grant program is accessible to municipalities of all sizes and with any level of experience in asset management. MAMP has been particularly successful in reaching the smaller, less-resourced municipalities that are not typically served by application-based programs. According to Census 2016, more than 80 per cent of the approximately 3650 municipalities across Canada have fewer than 5,000 residents,² and are often managed by an administrative staff of less than five full-time employees. Therefore, it is crucial for MAMP to be simple and easy to access.

Demand for MAMP funding has resulted in a larger-than-expected portfolio of projects, with 227 projects approved and 147 (65 per cent) contracted as of March 2018. And MAMP is reaching its target audience: 81 per cent of MAMP projects have been awarded to smaller municipalities. **Figure 6** shows MAMP's 227 projects segmented by recipient population. The program has allocated \$9.3M in grants to these 227 projects.

Due to the timeline to secure a "decret d'exclusion" under the Quebec M-30 law, Quebec municipalities were unable to access MAMP funding directly in Year 2. In December 2017, FCM reached an agreement with the Government of Quebec's Ministère des Affaires municipales et de l'Occupation du territoire (MAMOT) to allow Quebec municipalities to access funding through MAMP as well as through FCM's Leadership in Asset Management Program (LAMP) and Municipalities for Climate Innovation Program (MCIP). In March 2018, MAMP (in partnership with MAMOT) successfully opened the program to receive applications from Quebec municipalities – rendering the program fully accessible to all municipalities in Canada.

The funding program for municipalities allows for continuous intake of applications, rather than having a fixed intake period. MAMP uses externally sourced, qualified peer reviewers to review and assess applications for this program according to a clear criteria and scoring system.

Figure 6: Distribution of MAMP projects by population

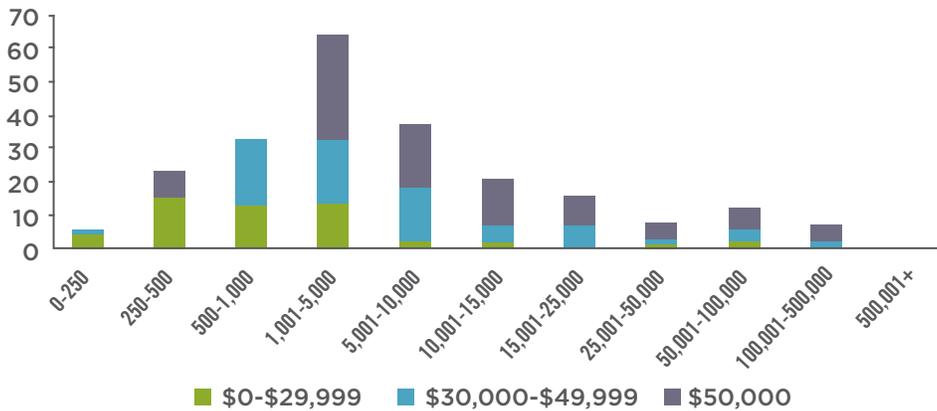


² <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/hlt-fst/pd-pl/Table.cfm?Lang=Eng&T=301&S=3&O=D>

MAMP municipal grants in action

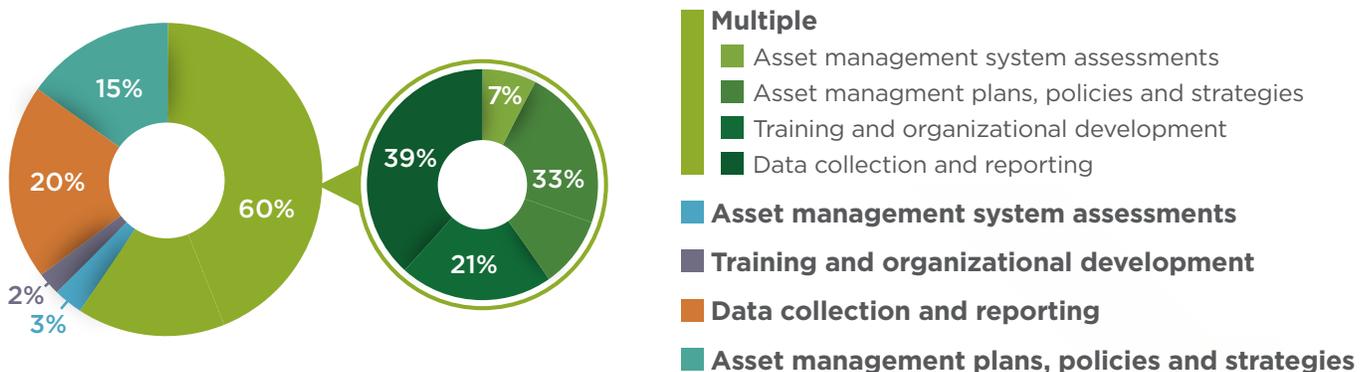
So far, MAMP grants for municipalities are being used in various ways, indicating that the flexible nature of the program is an important feature. The amount of funding available appears to be sufficient for municipalities to make meaningful progress on asset management within the one-year project time frame. Half of the funding recipients are requesting less than the maximum of \$50,000. Funding 80 per cent of eligible project costs has undoubtedly enabled municipalities to carry out a scope of work that they would otherwise not have been able to complete without financial assistance. **Figure 7** shows the distribution of grant amounts awarded to recipients in MAMP's Year 2.

Figure 7: Grant funding amounts by population class



MAMP casts a wide net, making many activities eligible for funding, in order to accommodate municipalities starting with different asset management practices. MAMP enables municipalities to develop a scope of work that includes more than one key activity and tailor their projects to address their most urgent priorities, making progress on multiple competencies in asset management. Applicants may select three key activities to be completed during the funded project. **Figure 8** shows the activities that recipients are working on, and includes a breakdown of the activities selected by projects in which municipalities elected to work on more than one activity.

Figure 8: Activities undertaken by MAMP grant recipients



In their applications, recipients identify which competencies of the FCM Asset Management Readiness Scale their project will focus on. They identify corresponding outcomes that they will achieve and associated deliverables. **Table 1** summarizes the eligible activities and associated deliverables from the 15 projects that were completed in Year 2.

Table 1: Summary of the deliverables completed by 15 projects in Year 2

Eligible activity	Completed projects: Summary of deliverables/outputs (AM = asset management)	# of outputs
Asset management system assessments	AM maturity assessments	2
Asset management plan, policies and strategies	AM policy	5
	AM strategy	2
	• Council endorsement of AM policy / AM strategy	3
	AM plans (AMPs)* updated or developed	55
	• AMPs that specified funding gap by asset class	46
	• Council endorsed their AMPs (# of projects)	4
Data collection and reporting	Projects that included fieldwork (# of projects)	14
	• Asset inventory* (as part of field work)	24
	• Condition assessment* (in-field)	26
	Condition assessment framework	9
	Infrastructure report card	4
	Service levels definition and/or assessments	12
	Risk analysis	5
	Software (module or configuration) acquisition	2
Training and organizational development	AM training	10
	Establishment of AM team/committee	1
	Council engagement	5
	Employee engagement	3
	Incorporated AM in job descriptions	8
Knowledge transfer	AM knowledge sharing with peers	0
* Note: the definition of an AMP differs across Canada. For consistency, MAMP counts one AMP for each asset class for which a plan was developed or updated. Similarly, MAMP counts one asset inventory or condition assessment per asset class completed.		

Progress along the Asset Management Readiness Scale

Of the 15 completed projects, 12 recipients (80 per cent) demonstrated a level change in at least one competency of FCM's Asset Management Readiness Scale. The following table shows the competencies in which the recipients advanced at least one level.

Table 2: Level changes on the Asset Management Readiness Scale by competency area

Competency area	# of completed projects that advanced a level of the Readiness Scale in this area (of 15)
Policy and governance	7 (47%)
People and leadership	5 (33%)
Data and information	9 (60%)
Planning and decision-making	8 (53%)
Contribution to asset management practice	6 (40%)

In each of the remaining three projects, recipients collected data or conducted condition assessments on select asset classes. This allowed them to develop plans for those assets. The efforts of those communities represent significant and important improvements to their asset management capacity and ability to make data-informed decisions on infrastructure. However because they prioritized select asset classes, and may not have data for all asset classes, they did not complete a full level on the Asset Management Readiness Scale.



Key to success:

It takes time, resources and consistent effort to make advancements in asset management and establish a lasting change in decision-making culture. Even if a community does not advance a full level on the Asset Management Readiness Scale, any progress represents an important step forward.

MAMP does a number of things to help municipalities evaluate their asset management readiness and goals using the FCM Asset Management Readiness Scale, including providing feedback at the application stage, offering webinars to funding recipients, working with partners to provide support, and creating a how-to guide on completing Level 1 of the Readiness Scale (to be published in 2018–2019).

The road ahead: Rural Municipality of Frenchman Butte No. 501, SK

Population: 1,494

Size: 1,927 km²

Grant Amount: \$34,800.00

Project Start Date: November 1, 2017

Project End Date: October 22, 2018



Source: RM of Frenchman Butte No. 501

A desire to exercise greater control over its future inspired the Rural Municipality of Frenchman Butte No. 501 to move ahead with asset management. Nestled along the Alberta border and covering nearly 2,000 square kilometres of Saskatchewan, Frenchman Butte is home to approximately 1,500 people. Although agriculture is a mainstay of the economy, the oil-and-gas industry is increasingly important and several companies operate facilities in Frenchman Butte.

“The industry has been great for the community,” says Rita Rogers, Frenchman Butte’s chief administrative officer. “More and more young people choose to stay and take advantage of employment opportunities, for instance, and property taxes from the industry account for more than 90 percent of municipal revenues. One of the downsides, though, is that many heavy trucks drive on our roads, increasing our maintenance costs.”

Rita Rogers is well versed in the planning challenges faced by rural municipalities. She worked for several of them — including Frenchman Butte — as a contractor before starting her current job in 2017, and also served on the Saskatchewan Association of Rural Municipalities sub-committee on asset management.

“To plan effectively, a municipality needs a sound understanding of the infrastructure they own, the condition it’s in and how it’s likely to be affected by future development,” she says.

In 2017, Frenchman Butte launched a multi-stage initiative focused on asset management. A grant from the Municipal Asset Management Program, administered by the Federation of Canadian Municipalities, enabled Frenchman Butte to start training its Reeve, six Councillors and a staff of eight people.

“Training helps everyone come to a shared understanding of our goals and how to achieve them,” says Rita Rogers. “It will also help us to develop and update plans for asset management and capital expenditures.”

MAMP funding also enabled Frenchman Butte to draft an initial strategic plan, which is now before council. In the meantime, the rural municipality continues to meet regularly with representatives of adjacent jurisdictions to ensure that transportation networks remain effective. A working group meets quarterly to provide updates on new and anticipated developments.

“We need to designate heavy-haul roads and design maintenance policies based on current information about road conditions and traffic patterns.”

– Rita Rogers, Frenchman Butte’s chief administrative officer

Making the case: Village of Ryley, AB

Population: 483

Size: 1.97 km²

Grant Amount: \$50,000.00

Project Start Date: July 20, 2017

Project End Date: December 10, 2017



The Village of Ryley took a big step in its asset-management journey in 2017, when it commissioned an infrastructure assessment and 10-year capital plan. Completed by an independent engineering firm, the work represents a milestone for Ryley, a village of about 500 people an hour southeast of Edmonton.

“For the first time, councillors now have the current, accurate data they need to make sound budgeting decisions,” says Michael Simpson, Ryley’s chief administrative officer. “And we now have the capacity to update the data and ensure it will be just as relevant for future councils.”

Since accepting the job in 2017, Michael Simpson has encouraged Ryley’s five-member council to adopt asset management. Previous stints as CAO of the nearby Village of Willingdon and as Vegreville town councillor have deepened his understanding of the municipal infrastructure challenge.

“Michael has helped us recognize the advantages of a long-term, strategic approach to managing our assets,” says Mayor Terry Magnuson. “Like my father and grandfather, I’m a local farmer who’s served on municipal council. And like them, I want to ensure that Ryley continues to thrive long after I’m gone. Asset management helps achieve this goal.”

Ryley took advantage of funding from the Federation of Canadian Municipalities’ Municipal Asset Management Program (MAMP) to complete the research and planning project. MAMP covered about two-thirds of the project’s engineering fees. Ryley now has critical information about the condition of its sewer systems, roads and sidewalks, along with a 10-year plan of the work needed to ensure that this infrastructure continues to meet the needs of residents.

Another aspect of the project is training for Ryley’s staff of five people. The village saved money by accessing the training tools developed by Alberta’s Ministry of Municipal Affairs.

“Continuity is critical.... Councils and CAOs come and go, but municipal staff tend to stay in their jobs longer and can educate incoming administrators and councillors about long-term plans.”

- Michael Simpson, Ryley’s chief administrative officer

5. Mobilizing asset management knowledge and fostering pan-Canadian collaboration

In addition to providing grants and direct support, MAMP seeks to mobilize asset management knowledge across Canada. For MAMP, 2017–2018 was about understanding the landscape of existing asset management resources, developing new resources to address gaps, and establishing a strong network of organizations and individuals through which to mobilize knowledge.

Results — Mobilizing knowledge and fostering collaboration

- 6 asset management resources published or actively promoted thanks to MAMP
- 5 knowledge-sharing events held, with representation from 28 sector organizations, 22 municipalities, seven provincial and territorial governments, and two federal departments
- 5 new tools and resources developed (to be published in 2018–2019)

Sharing existing resources

In Year 2, MAMP staff did an environmental scan and compiled a list of the asset management tools and resources available to Canadian municipalities. MAMP's Technical Working Group created a short list of the resources best-suited to beginners, including introductory handbooks from the [Saskatchewan Urban Municipalities Association \(SUMA\)](#), [Asset Management BC \(AMBC\)](#), the [Government of Alberta](#) and the [Government of Ontario](#). The list also included examples of policies, strategies, plans and frameworks that different Canadian municipalities had developed, which other municipalities could look to as examples. Many of these are included as part of FCM's guidebook, [How to Develop an Asset Management Policy, Strategy and Governance Framework](#). These lists will continue to be updated and shared throughout the program.



Developing and mobilizing new knowledge products

In total, six asset management resources were published or actively shared in Year 2, thanks to MAMP:

1. [FCM's Asset Management Readiness Scale](#) — downloaded over 3300 times
2. [Why invest in asset management](#) (video), created by FCM's Green Municipal Fund and shared by MAMP — 2091 views
3. The asset management [resources page](#) on the FCM website — 1346 users visited the site
4. [Overview of the asset management challenge](#) (video) — published by AM-Saskatchewan, funded by MAMP
5. [Asset management 101 booklet](#) — published by the Canadian Network of Asset Managers (CNAM), funded by MAMP
6. [Actifs municipaux - Module 1 - pourquoi se préoccuper de la gestion de ses actifs municipaux?](#) (online learning module) — published by FQM, funded by MAMP

In Year 2, MAMP developed five short “vignettes” as case studies that showcase the incredible work being done by municipalities and partner organizations. These will be published on the FCM website in Year 3 and are included in this report.

MAMP also developed content for new tools and resources to fill gaps in what is currently available. These will be published in Year 3:

- *The Building Blocks of Asset Management: A How-to Guide for Reaching Level 1 of the Asset Management Readiness Scale*
- Starting the asset management conversation with your municipal council: A communication tool
- [Questions to ask BEFORE your municipality considers asset management software](#)
- An outcomes report and takeaway documents from the February 2018 Asset Management Collaboration Workshop, summarizing the content of the workshop

As part of their work under RFP #1, MAMP partner organizations have also developed a number of new, tailored asset management awareness-building tools and resources, which will be available across the country and on [FCM's website](#).



Supporting communities of practice and building a strong asset management ecosystem

Asset management communities of practice are making a significant contribution to municipal asset management in Canada. MAMP funded a group of communities of practice to organize two face-to-face meetings in September and October of 2017. Through these meetings, the group established **Asset Management Canada** — an alliance of communities of practice from across Canada with the goal of increasing sharing and collaboration across these organizations.

Since this work began, a new community of practice has formed in Newfoundland and Labrador. Representatives from Building Asset Management in Newfoundland and Labrador (BAM! NL) attended the Asset Management Canada February meeting.

Over the course of Year 2, MAMP held several knowledge-sharing events that brought together representatives of sector organizations, municipalities, and provincial/territorial and federal governments to share ideas, knowledge and experience. In addition to its Technical Working Group meetings and the community of practice workshops, MAMP hosted a 2.5-day workshop, called the Asset Management Collaboration Workshop, in February 2018. Participants found this workshop to be an excellent opportunity to make connections across organizations working on asset management, share experiences and ideas, and learn from each other.

Comments from the closing plenary of the Asset Management Collaboration Workshop:

“I liked finding out what others are doing and hearing about solutions.”

“This has been fantastic, especially hearing that we’re not working in isolation.”

“This was an opportunity to share with the best across the country.”

“Our strength is the people in the room and we had great conversations.”

“We’re all active in this sector, and this has reinforced the importance of our integration, networking, and collaboration. Let there be further opportunities to connect because this is where real exchange happens.”



The hub-and-spoke model: Building collaboration at the Asset Management Collaboration Workshop



Addressing Canada’s infrastructure deficit is a difficult challenge. In thousands of big and small communities across the country, the infrastructure that supports public services such as drinking water, wastewater treatment, recreation and transportation is either at the end of or beyond its intended life cycle. Meeting the challenge requires not only money, but also local expertise in asset management.

“The key to getting the infrastructure deficit under control is to ensure that every community has the leadership, expertise, tools and data they need to plan effectively,” says Konrad Siu, adjunct professor at the University of British Columbia. Konrad Siu is widely considered the grandfather of asset management in Canada due to his academic accomplishments — Master’s degrees in both engineering and business administration, and his practical experience — more than two decades managing infrastructure for the City of Edmonton, one of Canada’s municipal pioneers of the practice of asset management.

“The good news is that there’s a sound strategy and concerted efforts to address the problem,” says Konrad Siu, “and this collaboration workshop is part of the strategy.”

Siu was among the 65 participants in a three-day collaboration workshop hosted in March 2018 by the Federation of Canadian Municipalities (FCM). The participants — representatives of various provincial, territorial and regional organizations — already had considerable expertise and experience in asset management. The workshop, part of FCM’s Municipal Asset Management Program (MAMP), increased the capacity of these organizations to help individual municipalities improve their planning processes.

“This part of MAMP follows the hub-and-spoke principle.... Each regional organization acts as a hub and connects with a number of municipalities. This approach makes it easier for communities to access support tailored to their needs.”

- Konrad Siu, adjunct professor at the University of British Columbia

Workshop topics included everything from curriculum development, and adult- and online-learning techniques, to coping with climate change. Two participant-led sessions featured discussions about priorities for practitioners, while another session allotted participants two minutes to pitch one of their organization’s asset-management resources. The structure of the workshop was designed to foster collaboration among the various groups working on asset management across Canada.

Based on the evaluation forms completed by participants on the final afternoon, the workshop was a great success. Participants particularly appreciated the opportunities to network. Also popular was the “learning wall” — a place where participants could stick post-it notes summarizing ideas they considered worth remembering and sharing.

“FCM’s programming continues to generate buzz and enthusiasm in Canada’s asset management sector,” says Konrad Siu. “This is good news for all Canadians.”

6. Program management and governance

Governance

MAMP has three governance bodies: the Agreement Management Committee (AMC), the Program Steering Committee (PSC) and the Technical Working Group (TWG). MAMP acts as a secretariat for these three groups, and keeps each group informed and engaged throughout the year. MAMP communicates often and openly about program activities and results with partners and stakeholders, actively seeking input and feedback, and convened 14 meetings of these three bodies in Year 2.

Table 3: MAMP Governance bodies and their roles

Governance body	Role
Agreement Management Committee	Oversees and actively manages the implementation of the contribution agreement for MAMP and MCIP and has approval authority for strategic program decisions. Includes representation from FCM and Infrastructure Canada.
Program Steering Committee	Oversees MAMP, provides strategic guidance throughout the course of the program, and addresses any major issues that may affect implementation of activities.
Technical Working Group	Provides technical advice to support the effective and efficient implementation of the program.

Ensuring transparent, fair and responsible program delivery

In addition to keeping its three governance bodies informed and engaged, MAMP has specific tools, processes and policies to ensure transparent, fair and responsible program delivery and to protect against conflict of interest situations.

To further ensure optimal program design and delivery, MAMP engaged a third party to conduct an informal review of MAMP's processes and documentation. Overall, the consultant found MAMP's program implementation framework to be comprehensive. MAMP has addressed all the recommendations made by the consultant, including developing a detailed risk management framework and conducting a risk assessment.

Stakeholder engagement

Staying true to MAMP's guiding principles, the team continued to engage with key stakeholders to ensure that program delivery is relevant and addresses the needs of the sector it serves. This included coordinating with asset management programs in other jurisdictions — including existing programs in the Yukon, British Columbia and Ontario. MAMP also participated in a number of jurisdictional discussions and continues to be a willing supporter and collaborator with provincial, territorial, and regional efforts to advance asset management. Finally, MAMP has an ongoing dialogue with the executive directors of the PTAs at FCM Board meetings, through roundtable discussions on a wide variety of topics related to supporting the municipal sector.

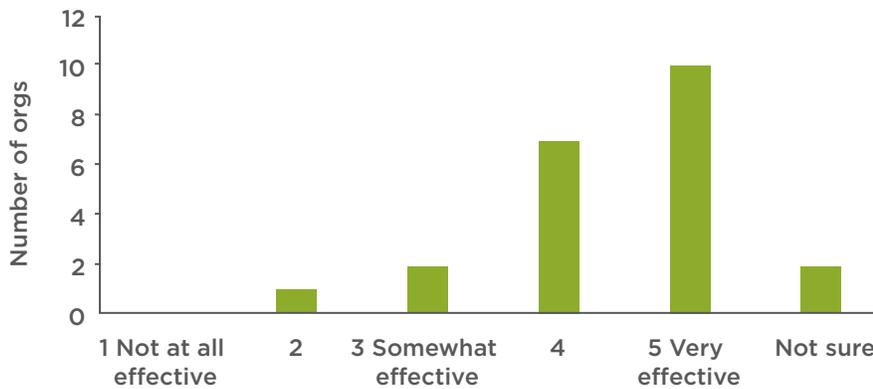
Monitoring and evaluation

MAMP monitors progress toward the intended results of the program, and checks with stakeholders regularly through formal and informal mechanisms.

At the end of Year 2, MAMP conducted a survey of the 35 organizations that the program had been connected with to date. Of the 21 that responded, their input shows that MAMP is contributing to sector organizations in a number of different ways, including:

- increasing the amount of programming that organizations deliver on asset management
- increasing how often organizations communicate and share resources on asset management
- supporting organizational capacity on asset management
- strengthening asset management networks

Figure 9: Extent to which organizations report MAMP is effective at enabling them to support municipalities on asset management



7. Looking forward

MAMP's success during its first year of implementation, and the popularity of its programs and funding across Canada, reflect the relevance and timeliness of asset management in the municipal sector. Canadian municipalities are embracing the opportunity to update and formalize their asset management practices. The success of the program wouldn't be possible without the engagement and participation of municipalities, sector players and partner organizations across the country. As the program enters its third year, MAMP's partner-driven programs, knowledge resources and funding opportunities will continue to seed and strengthen more sustainable asset management in a growing number of Canadian municipalities of all sizes, enabling a stronger, more resilient local infrastructure.