

FÉDÉRATION CANADIENNE DES

Policy and governance

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

Note: To achieve each level, you must meet every requirement of each level before it.

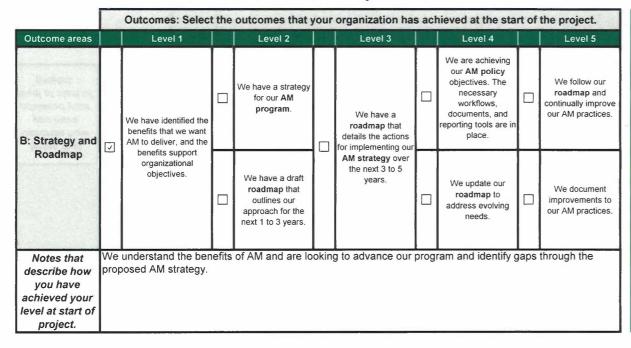
State at Start of Project

Outcomes: Select the outcomes that your organization has achieved at the start of the project. Level 2 Level 3 Outcome areas Level 1 Level 4 We have drafted an 4 AM policy. We continue to We manage assets validate and refine Senior management is and services in We are starting to our corporate, A: Policy and committed to accordance with our 1 use our AM policy service and AM AM policy and **Objectives** formalizing an AM to guide our actions. objectives based on organizational program. the evolving needs objectives. of our community. Senior management and council have endorsed the AM policy. We implemented a strategic AM policy and it was endorsed by senior management and council. Notes that describe how vou have achieved your level at start of project.

Start		
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Policy and governance

State at Start of Project



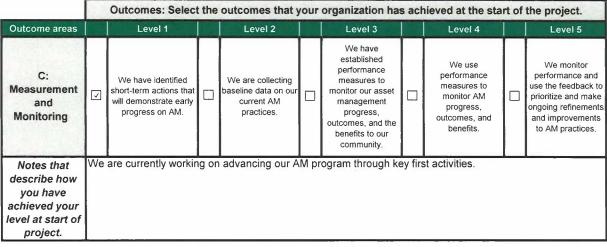


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Policy and governance



State at Start of Project



Completed Level 2

Working on

Level 1

Readiness level

(automatic)

Completed

Level 1

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Completed Level 3



State at End of Project

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State Achieved	
Level 2	

Completed Level 4

Completed Level 5

People and leadership



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

Note: To achieve each level, you must meet every requirement of each level before it.

State at Start of Project

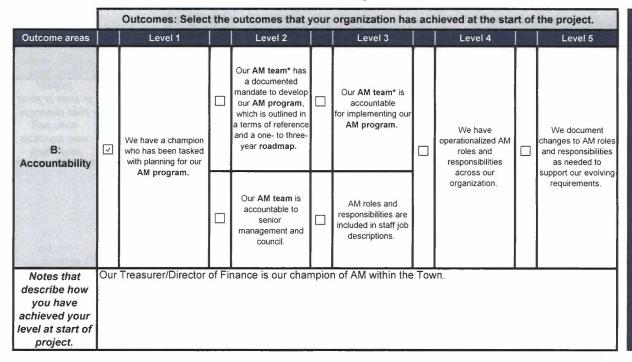
committee, depending on the organization. In some small communities the AM team may be as few as two people.

Outcomes: Select the outcomes that your organization has achieved at the start of the project Outcome areas Level 2 Level 3 Level 1 Level 4 Level 5 Our AM team* Our AM team* is We have a crossworks within our Our AM team* permanent and We have identified the functional AM organization to lead, quides and supports A: Crosstasked with quiding representation we team* that guides communicate, and the ongoing functional and supporting AM need on our crossthe planning and support AM improvement of AM across the Teams functional AM team. implementation of improvements and within the organization on an our AM program. organizational organization ongoing basis. changes. We do not have a formal team structure, however, we have several members of the organization involved in Notes that our ongoing AM program development. Our Treasurer/Director of Finance is our AM champion and is describe how supported by Public Works, Facilities and the CAO/Clerk. you have achieved your level at start of project *Note: Larger organizations may have both an AM team responsible for implementation and an AM steering committee to provide direction and oversee the work. Smaller organizations may group these functions together. This outcome may be better suited to an AM team or an AM steering

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People and leadership

State at Start of Project





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roadmap.	ct developed our one- to th Staff will be accountable to ent and Council as we mov	senior

People and leadership



State at Start of Project

Outcomes: Select the outcomes that your organization has achieved at the start of the project. Outcome areas Level 1 Level 2 Level 3 Level 4 Level 5 The AM team measures and Council Council champions monitors progress. Council knows that demonstrates buy-in AM as a core resources must be Council funds and support for AM C: Resourcing business function ongoing AM dedicated to exploring and allocates and and has approved Council the requirements for resources (funding monitoring and funding to continue Commitment demonstrates AM and for drafting an or staff time) to enhancement. AM roadmap commitment to AM roadmap. further develop the activities. AM program. ongoing improvement of AM practices. Council is supportive of AM and understand the necessary funding and resources for ongoing program Notes that development. describe how you have achieved your level at start of project.

State	at End	of P	roject

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Please provide information about how your project activities have helped you achieve your current state.				
additional fur	onstrated support by allocands over and above the FC evelop our AMP, our AM SFramework.	M grant to		

Readiness level	Working on Level 1	Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
(automatic)		Ø				

State Achieved Level 2

Data and information



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

Note: To achieve each level, you must meet every requirement of each level before it.

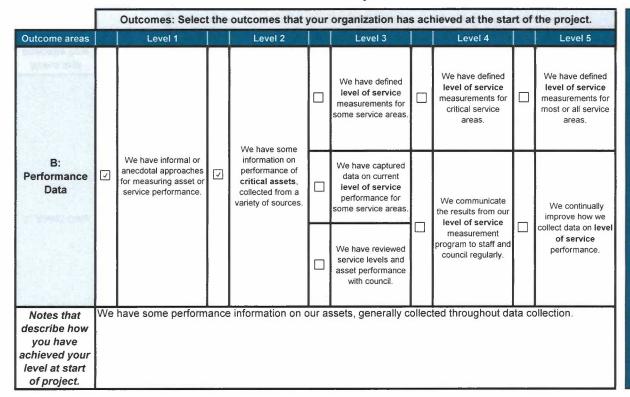
State at Start of Project

		Outcomes: Select	the	outcomes that y	our	organization has	ach	nieved at the sta	rt of	the project.
Outcome areas	2	Level 1		Level 2		Level 3		Level 4		Level 5
A: Asset Data	inventory data including approxin quantities of ass	We have asset inventory data, including approximate	7	information on invento	We have expanded inventory data for					
		within most asset				life cycle investment requirements for		some assets.		most assets.
	aneco	We have some anecdotal information on asset condition.	V	We are moving our data to a centralized location for use by the AM team (note: this does not require AM software).		We have standardized condition rating systems defined for most asset groups.		We have evaluated the life cycle investment requirements associated with critical assets.		We have evaluated the life cycle investment requirements associated with most assets.
		Some age information exists.	V	We have defined critical assets and have some information on asset condition for these assets.		We have asset condition information on all critical assets.		We update data according to cycles defined in our AM plans or strategy.		
Notes that	We	have a basic invent	ory o	of our assets with	som	e age and assess	sed o	condition, housed	in ou	ır AM software
describe how you have	tool	. We have general i	ntorr	nation included s	uch :	as size, material,	iocai	ion, etc.		
achieved your										i
level at start										
of project.										

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Data and information

State at Start of Project

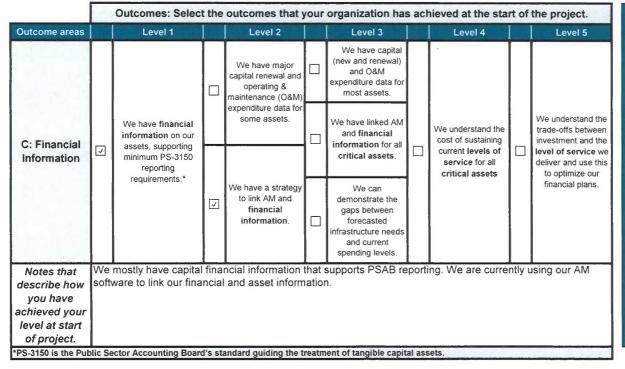




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Data and information

State at Start of Project



Readiness level	Working on Level 1	Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
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State at End of Project

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State Achieved
Working on Level 1





FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

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

Note: To achieve each level, you must meet every requirement of each level before it.

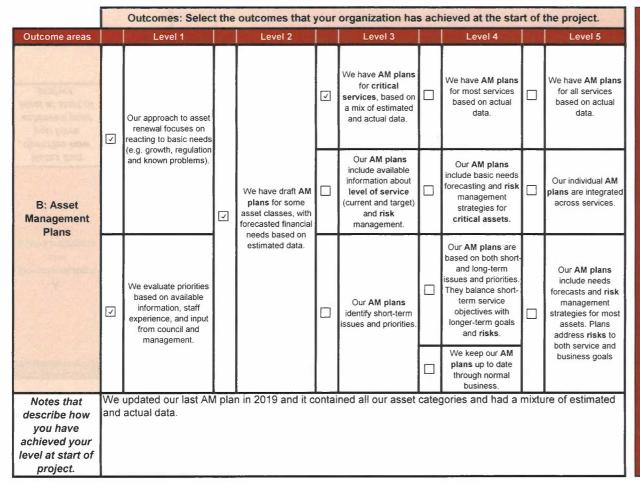
State at Start of Project

		Outcomes: Selec	t the	outcomes that y	our	organization has	ach	nieved at the star	rt of	the project.
Outcome areas		Level 1		Level 2		Level 3		Level 4		Level 5
A: Documentation and Standardization	\	Our asset planning approaches vary	V	Our departments follow a similar but informal asset planning approach.		We have a structured asset planning approach, but application is inconsistent.		We employ a consistent structured asset planning approach for each of our critical services.		We employ a consistent structured asset planning approach for all services.
	acr	across the orgnization.	V	We evaluate investment needs and priorities based on a mix of structured and adhoc practices and criteria.		We set priorities using criteria based on organizational goals and objectives.		We set priorities using criteria that are fully aligned with our organizational goals and objectives.		We adapt our planning approach and criteria to align with evolving organizational goals and objectives.
Notes that describe how you have achieved your level at start of project.	actual data to a degree, but generally evaluate investment needs based on a mix of practices. your art of									

Start										
(from left)		Achieved								
2	Select the level your organization has achieved at the end of this project.	No change								
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Planning and decision-making

State at Start of Project





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Planning and decision-making



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State at Start of Project

Outcomes: Select the outcomes that your organization has achieved at the start of the project. Outcome areas Level 1 Level 2 Level 3 Level 4 Level 5 We prepare annual We prepare multineeds-based capital We prepare an year needs-based We prepare annual annual capital and operating capital and capital and operating 1 budget based on an budgets that are operating budgets budgets based on annual assessment based on an annual that are based on historical values of current needs. assessment of risks our short- and midand current needs. term needs. We prepare annual capital and C: Budgets and We have a 5-year operating budgets Financial 1 capital plan* and based on a mix of update it annually. Planning historical values and new priorities. We have a 3-year We take a We update our long We deal with new capital plan that structured approach needs reactively, as addresses shortterm financial plan to address in-cycle they occur. term issues and (at least 10-year) changes. priorities. annually and understand the risks associated with our investment gap. We prepare our annual capital and operating budgets based on a mix of historical values and new priorities. Notes that describe how you have achieved your level at start of project. *Communities may benefit from long-term capital plans that extend beyond five years to ten years or more.

State at End of Project

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an annual ca assessment of identify as ma	pit of an	vever we can check off " ial budget based on ann current needs". We do a y capital projects for the update this annually wh s prepared.	ual also try to next 5 years

Readiness level (automatic)	Working on Level 1	Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
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State Achieved Working on Level 1

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FÉDÉRATION CANADIENNE DES

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

Note: To achieve each level, you must meet every requirement of each level before it.

State at Start of Project

		Outcomes: Select the outcomes that your organization has achieved at the start of the project.									
Outcome areas		Level 1		Level 2		Level 3	May	Level 4	I	Level 5	
A: Training and Development	\(\sigma\)	Our AM training and development approach is informal and largely driven by the personal initiative of staff.	V	Our AM training and development requirements are defined by management based on short-term needs.		We provide all staff with basic AM awareness training.		We define AM knowledge and skill requirements. A training plan is in place for all positions.		We train select staff members as internal experts to support the ongoing development of organizational capacity.	
	∇	Some staff conduct targeted research, seeking out basic	rigeted research, their roles and responsibilities staff receive role.	Council, management and staff receive role- appropriate AM		Proactive, role- based training serves as a support					
		techniques. opportunities to increase their understanding of able to	Staff and council are able to communicate the value of AM in their own words.		training to establish needed capacity across the organization		for career development and succession planning.				
Notes that		f have attended sor			io, e	ngineering semina	ars, \	webinars, confere	nces	s, etc.), which is	
describe how	gen	generally defined by senior management.									
you have achieved your											
level at start of project.											

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	1	Select the level your organization has achieved at the end of this project.	2							
	Please provide information about how your project activities have helped you achieve your current state.									
		been provided opportunit r understanding of AM cor								

Contribution to asset management practice

State at Start of Project

		Outcomes: Select the outcomes that your organization has achieved at the start of the project.								
Outcome areas		Level 1		Level 2		Level 3		Level 4		Level 5
B: Internal		We are aware of the need to mitigate the		We mitigate the risk of losing information		A culture of knowledge sharing is emerging internally, supported by official initiatives.		A culture of knowledge sharing exists and is supported by a mix of formal and informal initiatives.		We capture AM knowledge and it flows freely throughout the organization.
Communication and Knowledge Sharing	V	risk of losing information held in the minds of long-term staff.	\	held in the minds of long-term staff, through improved record keeping.		We collect and maintain AM knowledge resources.				Staff leverage
an September Armin				:		We communicate the benefits of AM internally to staff and council.		We disseminate AM knowledge resources within the organization.		internal and industry knowledge and leading practice resources.
Notes that		are using our AM so				our asset inform	ation	, mitigating the ris	sk of	losing
describe how you have	111101	mation held in the r	mnas	s or long-term sta	II.					
achieved your										
level at start of project.										5



FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

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Contribution to asset management practice

State at Start of Project

		Outcomes: Select the outcomes that your organization has achieved at the start of the project.								
Outcome areas		Level 1		Level 2		Level 3		Level 4		Level 5
						We are members of		We are actively involved in AM organizations and present at AM events.		We are a thought leader on AM within the municipal sector.
C: External Communication and Knowledge Sharing	7	We are investigating AM-related organizations and resources.	V	Staff or elected officials attend AM-related events.		one or more AM organizations and actively share our AM experience.		We share information with our peers on our experience, innovations and lessons learned.		We are active in coaching other organizations to improve the overall body of AM knowledge.
			\	We share basic information on current capital projects with the public.		We share basic information on our assets, the services we provide, and future needs with the public.		We rely on the data from our AM program to explain decisions to the public.		We communicate the benefits of AM to the public.
Notes that		f have attended traine website. Further,						M policy and our	budg	gets are posted
describe how you have	ווייווי	ie website. Fultilei,	WE !	wiii post about up	COIII	ing capital project	.э.			
achieved your										
level at start of project.										

Completed Level 3

Working on Level 1

Readiness level

(automatic)

Completed

Level 1

Completed Level 2



State at End of Project

Start		
(from left)		Achieved
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State Achieved	
Level 2	

Completed Level 4

Completed Level 5