

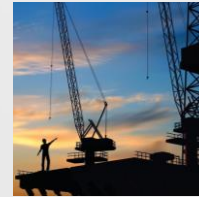
ASSET MANAGEMENT RESOURCES KIT

Asset Management Plans are no longer just a “best practice” exercise, soon all municipalities will be required to develop, implement and maintain them . . .

The future of the municipality's asset management plan...

“Large or small, municipalities face considerable challenges in maintaining our infrastructure. Provincial legislation is placing a much larger focus on asset management – a requirement by end of 2016 to receive Federal Gas Tax [and other funds]; proposed development charges require management plans for new assets. And with good reason – infrastructure is at the core of the services we deliver and its condition directly impacts our service levels and our operating and capital costs.” – *Patti Elliot-Spencer, 2015 MFOA President.*

- ♦ “A condition of future provincial infrastructure funding, municipalities will be required to demonstrate that a full range of available financing and revenue generation tools has [sic] been explored” (Ministry of Infrastructure, *Building Together: Guide for Municipal Asset Management Plans*).
- ♦ Municipalities are required to develop and implement their asset management plans prior to December 31, 2016, to be eligible for gas tax funding (*Administrative Agreement on the Federal Gas Tax Fund*).
- ♦ Proposed *Development Charges Act, 1997*, amendments will require municipalities to have future growth related assets proposed to be funded by development charges (DC) in their asset management plans prior to approving new DC by-laws (*Bill 73, Smart Growth for Our Communities Act, 2015*).



. . . and MFOA's Asset Management Resources Kit will help get your municipality there.

For more on Asset Management training and resources, contact MFOA:

Address: 2169 Queen Street East, Floor 2, Toronto, ON M4L 1J1
Training: krista@mfoa.on.ca 416-362-9001 ext. 231
Policy Resources: policy@mfoa.on.ca 416-362-9001 ext. 230
Investment Workshops: jhagan@las.on.ca 416-971-9856 ext. 320

For links to tools, training and resources in the AM Resources Kit, see the online version here:
https://www.mfoa.on.ca/MFOA/WebDocs/AM_Resources_Kit_2016.pdf



Asset Management Resources Kit

Objective

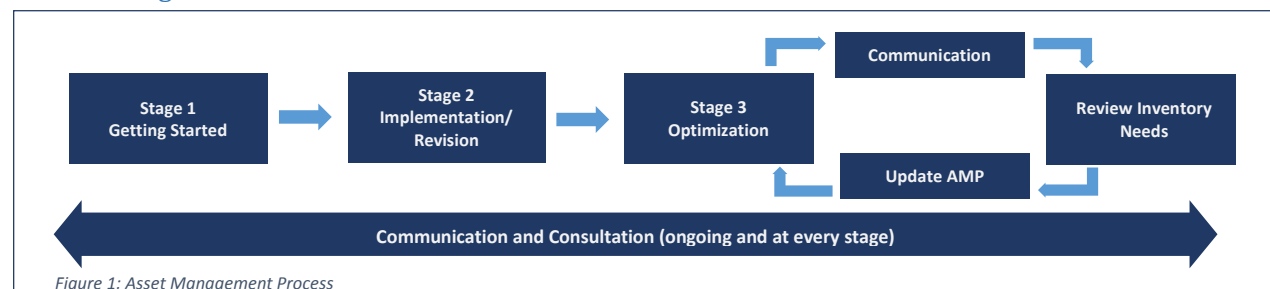
This Asset Management Resources Kit (AM Resources Kit) provides an easy “pocket guide” to key activities, tools, training and resources to help you develop, implement and optimize your municipality’s Asset Management Plan (AMP).

How to use

- The AM Resources Kit breaks down the asset management process into steps/activities that are grouped into three core stages.
- For each stage, the steps/activities are paired with their best practices, tools, training and resources*.
- Tools, training and resources*, in subsequent columns, are listed in order of when you will first require them. However, they may be resources that can also be utilized at various steps/activities throughout the AM process.
- Visit the MFOA’s [Asset Management webpage](#) for supplementary resources and the [Asset Management Roadmap](#) for a comprehensive asset management training roadmap.

* Some resources are exclusive to MFOA members only.

Asset Management Process



Stage 1: Getting Started: Framework and Support, State of Infrastructure and Financial Plan

Steps/Activities	Best Practices, Templates and Tools	Training	Resources
1.1 Develop framework and Build and Maintain Support with Staff, Council and Community			
1.1.1 AM Framework and Governance Structure		<ul style="list-style-type: none">• Getting Started on Your Asset Management Plan• (AM101) Best Practices in AM• PSAB 3150 vs. Asset Management	<ul style="list-style-type: none">• Building Together: Guide for Municipal Asset Management• AM Tips: Meeting Reporting Requirements under O. Reg. 284/09• Framework for Municipal Financial Sustainability*
1.1.2 Building and Maintaining Support	<ul style="list-style-type: none">• Reporting to Council on AMP• Infrastructure Flyer for the Public*		<ul style="list-style-type: none">• Asset Management In Practice and Highlights*
1.2 Assess State of local infrastructure and assets			
1.2.1 Prepare Asset Inventory, Condition and System Map	<ul style="list-style-type: none">• Asset Management Checklist• Infrastructure Report Card. Tool Primer• Infrastructure Score Card*	<ul style="list-style-type: none">• What Do I Need to Build an AMP? Data Review• Rounding Up Asset Management Tools – Part 1• Assessing the State of Your Infrastructure• (AM106) Refining Your Costs, Valuation and Condition – Part 1	<ul style="list-style-type: none">• Roads and Bridges Study• Canadian Infrastructure Report Card

Communication and Consultation

Stage 1: Getting Started: Framework and Support, State of Infrastructure and Financial Plan (continued...)

Steps/Activities	Best Practices, Templates and Tools	Training	Resources	Communication and Consultation
1.2.2 Determine Level of Service		<ul style="list-style-type: none">• (AM105) Level of Service - General	<ul style="list-style-type: none">• Developing Level of Services	
1.2.3 Capital Costs Forecast	<ul style="list-style-type: none">• Municipal Asset Cost and Revenue Projection Template• Infrastructure Deficit Tool*• Deflator Tables*	<ul style="list-style-type: none">• (AM200) Financing Infrastructure: Debt and Reserves	<ul style="list-style-type: none">• Practical Guide for Evaluating Municipal Assets• Integrated Approach to Assessment and Evaluation of Road, Sewer and Water Networks• Quantifying the Infrastructure Deficit Survey	
1.3 Understand Revenue Side				
1.3.1 Revenue Forecast and Funding Sources	<ul style="list-style-type: none">• Municipal Asset Cost and Revenue Projection Template	<ul style="list-style-type: none">• (AM202) Creating and Funding Scenarios and Lifecycle Costing		
1.3.2 Risks and Priorities		<ul style="list-style-type: none">• Risk Management Symposium	<ul style="list-style-type: none">• Municipal Risk Management	
1.4 Develop Financing Strategy				
	<ul style="list-style-type: none">• Finance Templates (bank reconciliation, cash flow, budget template)	<ul style="list-style-type: none">• Funding Your Asset Management Plan: Financial and Technical Strategy• Dedicated Leviers: Case Studies of Commitments to Capital Funding	<ul style="list-style-type: none">• Tip Sheet: Integrate AM into Long-Term Financial and Strategic Planning• Understanding Your Municipality's Financial Position	
1.5 Draft First AMP				
1.5.1. Bring Costs and Revenues Together	<ul style="list-style-type: none">• Leading Practices in Developing an Asset Management Plan*		<ul style="list-style-type: none">• Tip Sheet: Integrate AM into Long-Term Financial and Strategic Planning	

Stage 2: Implementation, Revising, Expanding, and Continuous Improvements

Steps/Activities	Best Practices, Templates and Tools	Training	Resources	Communication and Consultation
2.1 Decision Making and Implementation				
	Tip Sheet: Council Decision Making Based on the Evidence from the AMP	<ul style="list-style-type: none">• AM Series: Using Risk to Build an Asset Prioritization Process	<ul style="list-style-type: none">• Tip Sheet: AM Related Decisions on Issues – Funding, Infrastructure deficits, Setting Priorities and Expanding Capital Budgets• AM Tip Sheet: Q & A about AM Planning and Implementation• Informed-Decision Making	
2.2 Integrate & Build into Budget				
2.2.1 Master Servicing Agreement and Growth Assets	<ul style="list-style-type: none">• Municipal Asset Cost and Revenue Projection Model	<ul style="list-style-type: none">• (AM201) Adjusting Your Forecast and Forecast Analytics – Part 1• (AM201) Adjusting Your Forecast and Forecast Analytics – Part 2	<ul style="list-style-type: none">• Tip Sheet: Budgeting for Long-Term AM Including Revenue Streams and Debt Management Strategies	
2.3 Revise and Expand AMP, and Manage Asset Lifecycle				
	<ul style="list-style-type: none">• Asset Management Honour Roll	<ul style="list-style-type: none">• Return on Investment Model for Optimum Program Management• Rounding Up AM Tools. New and Existing – Part 2• (AM106) Refining Your Costs, Valuation and Condition – Part II	<ul style="list-style-type: none">• Managing Asset Lifecycle• Set Review, Comply and Respond	
2.4 Sustainability and Continuous Improvements				
		<ul style="list-style-type: none">• (AM204) Long-Term Financial Planning (Coming Soon)• Accountability of Your AMP, Are Service Levels Being Met?	<ul style="list-style-type: none">• Advancing Your AMP	

Stage 3: Optimization

Steps/Activities	Best Practices, Templates and Tools	Training	Resources
3.1 Integrate Non-Infrastructure Solutions			
3.1.1 Maintenance and Procurement Manual/Strategy	<ul style="list-style-type: none"> • Leading Practices in Municipal Procurement* 	<ul style="list-style-type: none"> • How to Write an Effective RFP • Creating a Vendor Performance Evaluation System • Reducing Costs, Adding Value: Shared Services in the Ontario Local Public Sector Webinar 	<ul style="list-style-type: none"> • Communication Tips for Infrastructure Funding* • Shared Services Guide and Case Studies
3.1.2 Use of Available and Alternative Technology	<ul style="list-style-type: none"> • Geographic information system (GIS) software • Municipal Data Works 		
3.1.3 Performance Management and Measurement		<ul style="list-style-type: none"> • How to Conduct a Business Process Review and Incorporate Internal Controls into Procedural Documents • Best Practices for Internal Controls • How to Build an Organization Planner: From Flow Charts to Workflow • Why Performance Measurement (PM) Matters and How to Get Started – Part 1 • Why PM Matters and How to Get Started – Part 2 • Why PM Matters and How to Get Started – Part 3 • Linking FIR to Financial Statements to Optimize Data Management • Maximise MPMP Program Data: A Case Study 	<ul style="list-style-type: none"> • Performance Based Budgeting (MFOA Virtual Library)*
3.1.4 Funding and Cost Reduction Strategies	<ul style="list-style-type: none"> • Revenue and Cost Recovery Tools for Funding Infrastructure* 	<ul style="list-style-type: none"> • Setting and Managing User Fees – Part 1 • Setting and Managing User Fees – Part 2 • Setting and Managing User Fees – Part 3 	<ul style="list-style-type: none"> • Towards Full Cost Recovery: Best Practices in Cost Recovery for Municipal Water and Wastewater Services • Property Tax Guide*
3.1.5 Demand Management	<ul style="list-style-type: none"> • Grand River Conservation Authority Water Demand Management Primers 		<ul style="list-style-type: none"> • Transportation Demand Management • Conservation for Public Agencies

Communication and Consultation

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Your feedback helps us identify gaps and continue to deliver you with the most relevant content. Please provide us your feedback to the Asset Management Resources Kit to krista@mfoa.on.ca.

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