

ASSET MANAGEMENT ROADMAP

Think you're finished your asset management plan? For most municipalities there is still a long way to go, and we are here to help. We have developed a multi-year, just-in-time Asset Management 'Roadmap' that will help municipalities with their training needs.

Asset Management Roadmap – Overview

LAS/AMO and MFOA have developed a 'multi-year road map' that will help municipalities plan their training needs to better understand the key elements of a comprehensive asset management process, and take the next step in their asset management planning.

The 'roadmap' will provide just-in-time training that will be offered in multiple stages over several years. It will be delivered in a staged approach, separated by several months to allow learnings from the prior stage to be absorbed and implemented before moving onto the next stage. The roadmap plan is to ensure the training is 1) complete and comprehensive and not ad hoc, and 2) delivered in the right order and over time, to help the members better understand AM and manage the process.

The goal of the LAS/MFOA 'roadmap' is to help municipalities develop the internal resources to make asset management more meaningful. LAS/AMO and MFOA will work with sector experts to deliver timely training for both municipal staff and elected officials, via various educational platforms. Some content will be included as part of broader workshops or training events.

This 'roadmap' is intended to be a dynamic document and will be updated and adapted to meet the needs of municipalities as they move through the process of building, implementing, evaluating and adapting their asset management plans. Please check back often to ensure you have the latest version.

Your input is important to us! Please provide us your feedback at the email below and after each training session so we can ensure the content is delivered in the correct order, identify any gaps and continue delivering the most relevant content to you.

This roadmap document includes:

- 1) Calendar-At-A-Glance:** a multi-year AM course calendar snapshot which lays out the sequencing of courses, course level, and identifies Core Courses (100% content targeted to the AMP process) and Supplementary Courses (ideas and concepts that are relevant to the AMP).
- 2) Course Calendar:** includes the course descriptions, timing and training format for each of the courses outlined in the Calendar-At-A-Glance.
- 3) Linkage to Provincial Requirements:** outlines how each of our AM courses link to the Provincial Requirements outlined in the *"Guide for Municipal Asset Management Plans"*.

Asset Management Resources: [click here](#) to access other Asset Management resources on our website, including tools, tips, case studies and more....

Are You Still Getting Up-To-Speed About Asset Management?

You can view the recorded proceedings from the March 2014 LAS/MFOA Asset Management Symposium. This event educated municipal staff and elected officials about the importance of asset management, the components of successful asset management plans, key policy considerations, and municipal case studies. The recorded presentations are available, and the purchase details are available at: <http://www.las.on.ca/Events/Asset-Management-Symposium.aspx>

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Asset Management Roadmap Calendar-at-a-Glance

Course Legend	Spring/Summer 2014	Fall/Winter 2014	Spring/Summer 2015	Fall/Winter 2015	Spring/Summer 2016	Fall/Winter 2016
CORE AM						
	(AM101) Best Practises in AM	(AM106) Refining Your Costs, Valuation & Condition – Part 1	(AM201) Adjusting Your Forecast & Forecast Analysis – Part 1	(AM108) Risk & Identifying Priorities	(AM204) Long Term Financial Planning	
	(AM100) Cover Your Assets	(AM106) Refining Your Costs, Valuation & Condition – Part 2	(AM201) Adjusting Your Forecast & Forecast Analysis – Part 2	(AM202) Creating Funding Scenarios & Lifecycle Costing		
	(AM104) PSAB 3150 vs. AM	(AM105) Level of Service - General	(AM203) Levels of Service - Specialized Part 1: Roads/ Bridges/ Sidewalks	(AM200) Financing Infrastructure: Debt & Reserves		
	(AM110) Rounding Up AM Tools, New & Existing – Part 1	(AM109) AM Interactive Discussion Panel 2	(AM203) Levels of Service - Specialized Part 2: Water/ Waste water/ Storm water	(AM302) Building the Plan and Keeping the Momentum		
	(AM110) Rounding Up AM Tools, New & Existing – Part 2	(AM103) Data & Measures	(AM203) Levels of Service - Specialized Part 3: Facilities/ Indoor & Outdoor Recreation/ Fleet			
	(AM107) AM Interactive Discussion Panel 1		SAVE THE DATE: AM Symposium 2015			
SUPPLEMENTARY AM						
		(LAS100) Investment Workshops				
		(AM102) Roads and Bridges Study Results				
COUNCILLOR AM						
		(CT105) Connecting the Dots	(CT106) Bridging Communications Channels		(CT300) Influencer	
			(CT200) Strategic Planning & Service Delivery Primer			

Asset Management Course Calendar

Course Legend:

AM - courses with 100% content targeted to the Asset Management Planning process and part of the official road map for AMP.

LAS - courses provided by LAS with ideas and concepts relevant to asset management.

CT - courses provided by AMO through Council Training with ideas and concepts that will help in the planning process overall.

Level 1 Courses General and Foundational Courses

(AM101) Best Practises in Asset Management

Live Webinar: April 23, 2014

[OnDemand Webinar:](#) Available in May 2014 on MFOA website.

FREE

Make optimal use of asset management plans through best practices, increase the accuracy of the plan as well as integration with other key municipal documents and processes such as the annual budget, long-term forecast, water/wastewater rate study, and development charge study.

(AM104) Asset Inventory:

PSAB 3150 vs. Asset Management

Live Webinar: July 17, 2014

[OnDemand Webinar:](#) Available in August 2014 on MFOA website.

Assets for accounting purposes and assets for asset management - should you treat them the same? How and when do you bring assets into an asset management plan? Is the asset inventory you have for Tangible Capital Asset accounting adequate for budgeting and forecasting? Learn processes, procedures and policies for dealing with assets for accounting vs assets in an asset management plan.

(AM 110) AM Webinar Series: Rounding Up Asset Management Tools, New and Existing *Part 1: Tools, Tips and Next Steps*

Live Webinar: August 5, 2014

[OnDemand Webinar:](#) Available in August 2014 on MFOA website.

FREE

Webinar Series Overview:

Asset management plans (AMPs) are a key element to sound financial management and long-term financial plans. They are increasingly becoming a requirement for infrastructure funding from other levels of government. Many municipalities used provincial funding in 2013 to develop asset management plans to qualify for funding under the Municipal Infrastructure Investment Initiative (MIII).

To assist municipalities in the on-going work of developing AMPs, MFOA will deliver a two-part webinar series. The first webinar in the series will include number of templates, case studies, tip sheets and a checklist. The second webinar will focus on several AMP case studies and tip sheets.

Webinar # 1 Description:

This webinar focuses on three products related to asset management:

- A excel spreadsheet and guide for asset inventories and forecasting capital costs into the future
- A primer on how to design asset management report cards to ensure that council and the public understand the state of their infrastructure and the costs to maintain it in a state of good repair

A checklist of activities to complete plans currently underway or to refine plans that have been completed

(AM 110) AM Webinar Series: Rounding Up Asset Management Tools, New and Existing *Part 2: Tips and Case Studies*

Live Webinar: August 12, 2014

[OnDemand Webinar:](#) Available in August 2014 on MFOA website.

FREE

Webinar Series Overview:

Asset management plans (AMPs) are a key element to sound financial management and long-term financial plans. To assist municipalities in the ongoing work of developing AMPs, MFOA will deliver a two-part webinar series. The first webinar in the series will include number of templates, tip sheets and a checklist. The second webinar will focus on tip sheets and case studies in financial asset management.

To assist municipalities in the on-going work of developing AMPs, MFOA will deliver a two-part webinar series. The first webinar in the series will include number of templates, case studies, tip sheets and a checklist. The second webinar will focus on several AMP case studies and tip sheets.

Webinar #2 Description:

The six tip sheets cover a range of important asset management topics and will provide municipalities with a wealth of information in meeting Provincial reporting requirements and quantifying the fiscal impact of implementing a sustainable asset management strategy. The tip sheets will identify approaches to establishing realistic evidence based asset funding needs that are integrated with a municipality's long-range financial planning and annual budgeting.

Ideas and advancements in the following 9 building blocks of financial asset planning are presented through short case studies: cost-benefit analysis, innovative funding and delivery, cost management, marshalling resources, financial planning, integrated long term planning, forecasting, IT solutions and budgeting.

(AM 107) Asset Management Interactive Panel Discussion - 1

Live Webinar: August 20, 2014 @ 12:00 – 1:30 ET

OnDemand Webinar: Available in September 2014 on MFOA website.

***FREE** when an Asset Management training session is purchased or March 26, 2014 AM Symposium attended.*

Join this interactive session with a panel of experts and your colleagues to discuss and pose questions regarding your journey, both successes and challenges, in the asset management process.

Discussion Topics will focus on April 23 'Best Practices in Asset Management', July 17 'PSAB 3150 vs. Asset Management' Aug 5 'AM Tools, Tips & Next Steps' & Aug 12 'AM Tips & Case Studies' webinars.

Expert Panel Includes: Dan Wilson - Watson & Associates, Craig Binning - Hemson Consulting, Tom Bradbury - Consultant, Dan Cowin - MFOA Executive Director.

(LAS100) LAS/CHUMS (MFOA) Investment Workshops

In class sessions:

- [September 11 - Brantford](#)
- [September 18 - Kingston](#)
- [October 2 - London](#)
- [October 9 - Orillia](#)
- [October 16 - Thunder Bay](#)
- **Late October – Sault Ste. Marie**

Develop an understanding of the investment options available to municipalities and how to best leverage them. An overview of investment tools available to the sector; commentary and advice; training on cash flow forecasting; the Canada's Gas Tax funds investment option; and an economic update from a market expert.

(AM100) Cover Your Assets

OnDemand Online Course: Available August, 2014 offered by LAS and presented through amo.skillbuilder.ca

It can be hard to know where to start. What is important? What tools or procedures are essential for building your Asset Management Plan (AMP)? Build the foundational knowledge before you delve deeper into the AMP process.

- Basic Asset Inventory - Definitions and terminology
- Componentized Asset Inventory - The details of your assets; building the data
- Data Management and Accessibility - Software and tools; managing the data
- Building the plan - Next steps

(AM106) Refining Your Costs, Valuation and Condition

[Live Webinar – Part 1: November 6, 2014 @ 12:00 – 1:00 ET](#)

[Live Webinar – Part 2: November 19, 2014 @ 12:00 – 1:00 ET](#)

OnDemand Webinars: Available in December 2014 on MFOA website.

Existing PS 3150 inventories are the most likely place to start building an Asset Management Plan. Using this as your jumping point, this course will focus on the financial roots of an AMP from both finance and engineering perspectives.

- How to adjust your aged-based cost forecast
- Is condition enough?
- Condition by asset class – when, what, who?
- Risk overview
- Useful life
- Replacement costs
- Betterments
- What assets are going to get refined, how to refine them

Sessions will focus on investment options available to municipalities, current economic conditions, and also the need to consider asset management and your road map in all investment decision making.

(AM105) Level of Service - General

Live Webinar: November 27, 2014 @ 12:00 – 1:30 ET

OnDemand Webinar: Available in December 2014 on MFOA website.

Learn how to develop an understanding of the level of service and considerations required, from both finance and engineering perspectives, including:

- Definitions
- Legislative requirements
- Roles and establishing desired levels of service
- Costs of levels of service
- Existing versus desired levels of service
- Linkages between assets and levels of service

(AM102) AMO Roads and Bridges Study Results

OnDemand Webinar: Available Fall 2014 offered by AMO.

This on-demand webinar highlights the current state of roads and bridges in Ontario, as presented at the AMO Annual Conference in August 2014. Learn about the importance of road and bridge investments to a community's health and prosperity, how Gas Tax funding has helped, and the role asset management will play in sustaining key assets to support a community's future economic development. Findings are from a joint research project by AMO-Gas Tax and Public Sector Digest.

(AM 109) Asset Management Interactive Panel Discussion - 2

Live Webinar: December 3, 2014 @ 12:00 – 1:30 ET

OnDemand Webinar: Available in January 2015 on MFOA website.

FREE when an Asset Management training session is purchased or March 26, 2014 AM Symposium attended.

Join this interactive session with a panel of experts and your colleagues to discuss and pose questions regarding your journey, both successes and challenges, in the asset management process.

Discussion Topics will focus on November 6 & 19 'Refining Your Costs, Valuation and Condition', and November 27 'Level of Service' webinars.

Expert Panel Includes: Andrew Mirabella - Hemson Consulting, Dan Wilson - Watson & Associates, and Nick Larson - R.J. Burnside & Associates.

(AM103) Data and Measures

On-Demand Online Course: Available late 2014 offered by LAS and presented through amo.skillbuilder.ca

You know what an asset is now learn how to build the plan.

- Measure the right things
- Evaluate the performance
- Basic life cycle costing
- How to do costing

Recommended:

AM100: Cover Your Assets, or demonstrated knowledge of the concepts covered in the course.

(CT105) Connecting the Dots

In Class Course 1/2 day sessions offered by AMO start Spring 2015.

Asset Management Elected Officials. This leadership course will examine how members of council can be a champion in their municipality for asset management planning. It will provide tools and techniques that will assist with improving the financial sustainability of councils through better ways of doing business; good practice case studies in a variety of areas including service planning; strengthening leadership and influence in order to deliver real results and details on how and why Council must be Asset Management Champions.

(AM108) AM Strategy: Risk & Identifying Priorities

Live Webinar: Fall 2015

OnDemand Webinar: Available in Fall 2015 on MFOA website.

This session will provide an introduction to risk management and look at cost/risk analysis to identify priorities and will show how to maintain expectations with reliability management techniques (ie: status quo, risk levels etc.)

- Criteria for priority decision making
- Actuaries and chance of failing

(CT106) Bridging Communications Channels

In Class Course: 1/2 day sessions offered by AMO start Spring 2015.

Want to deliver effective and efficient services to your citizens? Selling your asset management plan is important to ensure buy-in and implementation. Learn how to communicate internally and externally to:

- Increase understanding of internal communications tools
- Build communications competencies
- How to recognize, understand and communicate to different audiences (the whole generational thing)
- Challenges of cross departmental communication
- How to build cooperation, efficiency and feedback between departments
- Effective team building techniques

Level 2 / Level 3 Courses Intermediate / Advanced Level Courses

(CT200) Strategic Planning and Service Delivery Primer

In class Sessions: Available Spring 2015 and offered by AMO.

Building measurable objectives over the long-term and across departments can be difficult at the municipal level. Yet in today's landscape of transparency and accountability it is quickly becoming an essential part of councils' planning process. Looking at the "how to" fundamentals this course will answer what is strategy? How to formulate a successful, measurable strategic plan?

(AM203) Levels of Service - Specialized

Live Webinars: Spring 2015

OnDemand Webinars: Available in Spring 2015 on MFOA website.

Each of these 90-minute webinars will build on the learnings of AM105 and provide specific metrics and considerations for each of the major asset classes:

- 1) Roads / Bridges / Sidewalks
- 2) Water / Waste water / Storm water
- 3) Facilities / Indoor & Outdoor Recreation / Fleet

Each webinar is a stand-alone.

Recommended: AM105: The Basics of Levels of Service

(AM201) AM Strategy: Adjusting Your Forecast & Forecast Analysis

Live Webinar: April, 2015

OnDemand Webinar: Available in May 2015 on MFOA website.

This session will build on the learning outcomes of AM106 and will include a 'deeper dive' into each of them. It will also include bringing forecasts together into a comprehensive budget process and building on forecast cost reduction, from both finance and engineering perspectives.

- Technology
- Procurement, Shared Services, ASD, Service Migration
- How to account for an asset in 10 years' time that you can't afford
- Strategies for closing the gap on expenditure forecast
- Effective policies for uses of debt to manage short and long term needs

(AM200) Financing Infrastructure: Debt & Reserves

Live Webinars: Fall 2015

OnDemand Webinars: Available in Fall 2015 on MFOA website.

Infrastructure requires financing that allows for the maintenance of and expansion of services in all municipalities. What are the key policies and strategies for financing infrastructure in Ontario? How can municipalities effectively use reserves and debt to manage needs? What are the risks, strategies and policies that are needed for debt management in the short and long-term?

(AM202) Financing Strategy: Creating Funding Scenarios and Lifecycle Costing

Live Webinar: Fall 2015

OnDemand Webinar: Available in Fall 2015 on MFOA website.

This session will build on revenue generating strategies as part of the budget process and will discuss risk and prioritizing priorities, outline the benefits and challenges with each of the main revenue options: user fees, new fees, dedicated levies, build reserves, and Gas Tax funding.

This session will pair the important role of Life Cycle Costing (LCC) as a factor in optimal long-term decision making. Develop a better understanding of the LCC primer in the Ministry of Infrastructure (MOI) toolkit, and learn how to build this into multi-year budgets.

(CT300) Influencer

Course: Spring 2016 and offered by AMO.

Learn why influence is one of the most powerful and important capacities you possess. Learn how to find and identify vital behaviours; diagnose why change seems impossible; understand abilities and motivations and develop your personal plan using the influencer model.

SAVE THE DATE!
Asset Management Symposium – coming Spring 2015.

(AM204) Long Term Financial Planning

3-Day Course: Spring 2016 and offered by MFOA.

Gaining buy-in for a long-term financial plan can be difficult but building the plan is necessary. Looking at Long Term Financial Planning (LFTP) from a municipal perspective learn to analyze the financial and economic environment to produce a quality forecast and good financial strategies. Learn how to gather, analyze, and present information on economic, social and technological trends that allows your municipality to be better prepared financially for the future.

(AM302) Building the Plan and Keeping Momentum

OnDemand Webinar: Available in 2015 and offered by LAS through amo.skillbuilder.ca

- Integration and implementation of all the data and reports and budgets;
- Change planning, transition management and organizational restructuring
- Preparing your mission, vision, values and metrics in your plan
- Asset whole life plan
- Software and resources to put it all together
- Refining investment priorities
- Forecast adjustments
- Policy impact
- Performance metrics
- Benchmarks

Recommended:

AM courses at the 2-level and 3-level are recommended to be taken prior to this course; and/or a completed Asset Management Plan

Asset Management Roadmap Linkage to Provincial Requirements

	State of Local Infrastructure					Desired Levels of Service				AM Strategy						Financing Strategy				
	Asset Types	Asset Valuation	Age	Condition	Updates	DLS through Performance Measures	Actual Service Levels	Service Level Trends	Performance Relative to Targets	Non-infrastructure Solutions	Maintenance	Renewal/Rehab	Disposal	Expansion	Procurement	Risk Assessment	Expenditure Forecast	Revenue Forecast	Funding Shortfalls	Costing
AM Courses																				
CORE COURSES																				
AM 101 Best Practises in AM	*	*	*	*	*					*	*									
AM 100 Cover Your Assets																				
AM 104 PSAB 3150 vs. AM	*		*		*							*	*							
AM 110 Rounding Up AM Tools: New & Existing	*				*											*				
AM 106 Refining Your Costs, Valuation & Condition	*	*	*	*	*					*	*									*
AM 105 Level of Service - General						*	*	*	*											
AM 103 Data and Measures																				
AM 201 Adjusting Forecast & Forecast Analysis										*					*		*		*	
AM 203 Level of Service - Specialized						*	*	*	*											
AM 108 Risk & Identifying Priorities															*					*
AM 202 Creating Funding Scenarios & LC Costing														*	*	*	*	*	*	*
AM 204 Long Term Financial Planning														*	*	*	*	*	*	*
AM 302 Building the Plan and Keeping Momentum																				
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LAS 100 - Investment Workhops																				
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