Asset Management Readiness Scale Assessment Tool

Policy and governance

FCM FEDERATION OF CANADIAN MUNICIPALITIES / FEDERATION CANADIENNE DES MUNICIPALITES

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.

Outcome areas		Level 1		Level 2		Level 3		Level 4		Level 5
A: Policy and Objectives	☑	Senior management is committed to formalizing an **AM program**.	☑	We have drafted an **AM policy**.	☑	We are starting to use our **AM policy** to guide our actions.	☐	We manage assets and services in accordance with our **AM policy** and organizational objectives.	☐	We continue to validate and refine our corporate, service and AM objectives based on the evolving needs of our community.
			☑	Senior management and council have endorsed the **AM policy**.						
Notes that describe how you have achieved your level at start of project.	We implemented a strategic AM policy and it was endorsed by senior management and council.									

State at End of Project

Start (from left)	Achieved	
2	**Select the level your organization has achieved at the end of this project.**	**No change**
Please provide information about how your project activities have helped you achieve your current state.		

Asset Management Readiness Scale Assessment Tool

Policy and governance

FCM FEDERATION OF CANADIAN MUNICIPALITIES / FEDERATION CANADIENNE DES MUNICIPALITES

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: Strategy and Roadmap	☑	We have identified the benefits that we want AM to deliver, and the benefits support organizational objectives.	☑	We have a strategy for our **AM program**.	☐	We have a **roadmap** that details the actions for implementing our **AM strategy** over the next 3 to 5 years.	☐	We are achieving our **AM policy** objectives. The necessary workflows, documents, and reporting tools are in place.	☐	We follow our **roadmap** and continually improve our AM practices.
			☑	We have a draft **roadmap** that outlines our approach for the next 1 to 3 years.			☐	We update our **roadmap** to address evolving needs.	☐	We document improvements to our AM practices.

Notes that describe how you have achieved your level at start of project.

We understand the benefits of AM and are looking to advance our program and identify gaps through the proposed AM strategy.

State at End of Project

Start (from left)		Achieved
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.

The new Asset Management Strategy gives us the roadmap detailing the actions for implementing over the next 1 - 3 years

Asset Management Readiness Scale Assessment Tool

Policy and governance

FCM FEDERATION OF CANADIAN MUNICIPALITIES FEDERATION CANADIENNE DES MUNICIPALITES

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
C: Measurement and Monitoring	☑	We have identified short-term actions that will demonstrate early progress on AM.	☑	We are collecting baseline data on our current AM practices.	☐	We have established performance measures to monitor our asset management progress, outcomes, and the benefits to our community.	☐	We use performance measures to monitor AM progress, outcomes, and benefits.	☐	We monitor performance and use the feedback to prioritize and make ongoing refinements and improvements to AM practices.
Notes that describe how you have achieved your level at start of project.	We are currently working on advancing our AM program through key first activities.									

State at End of Project

Start (from left)		Achieved
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.

Updating our AMP is helping to identify current AM practices.

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

State Achieved
Level 2

Asset Management Readiness Scale Assessment Tool

People and leadership

FCM FEDERATION OF CANADIAN MUNICIPALITIES FEDERATION CANADIENNE DES MUNICIPALITES

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

	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
A: Cross-functional Teams	☑	We have identified the representation we need on our cross-functional AM team.	☑	We have a cross-functional AM team* that guides the planning and implementation of our AM program.	☐	Our AM team* works within our organization to lead, communicate, and support AM improvements and organizational changes.	☐	Our AM team* is permanent and tasked with guiding and supporting AM across the organization on an ongoing basis.	☐	Our AM team* guides and supports the ongoing improvement of AM within the organization
Notes that describe how you have achieved your level at start of project	We do not have a formal team structure, however, we have several members of the organization involved in our ongoing AM program development. Our Treasurer/Director of Finance is our AM champion and is supported by Public Works, Facilities and the CAO/Clerk.									

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

State at End of Project

Start (from left)		Achieved
2	Select the level your organization has achieved at the end of this project	No change
Please provide information about how your project activities have helped you achieve your current state		

Asset Management Readiness Scale Assessment Tool

People and leadership

FCM FEDERATION OF CANADIAN MUNICIPALITIES FEDERATION CANADIENNE DES MUNICIPALITÉS

State at Start of Project

Outcome areas	Outcomes: Select the outcomes that your organization has achieved at the start of the project.									
		Level 1		Level 2		Level 3		Level 4		Level 5
B: Accountability	☑	We have a champion who has been tasked with planning for our **AM program**.	☐	Our **AM team*** has a documented mandate to develop our **AM program**, which is outlined in a terms of reference and a one- to three-year **roadmap**.	☐	Our **AM team*** is accountable for implementing our **AM program**.	☐	We have operationalized AM roles and responsibilities across our organization.	☐	We document changes to AM roles and responsibilities as needed to support our evolving requirements.
			☑	Our **AM team** is accountable to senior management and council.	☐	AM roles and responsibilities are included in staff job descriptions.				
Notes that describe how you have achieved your level at start of project.	Our Treasurer/Director of Finance is our champion of AM within the Town.									

State at End of Project

Start (from left)		Achieved
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.		
The project developed our one- to three-year roadmap. Staff will be accountable to senior management and Council as we move forward with AM.		

Asset Management Readiness Scale Assessment Tool

People and leadership

FCM FEDERATION OF CANADIAN MUNICIPALITIES FEDÉRATION CANADIENNE DES MUNICIPALITÉS

State at Start of Project

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

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

State at End of Project

Start (from left)		Achieved
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.	
	Council demonstrated support by allocating additional funds over and above the FCM grant to continue to develop our AMP, our AM Strategy and our Lifecycle Framework.	

State Achieved
Level 2

Asset Management Readiness Scale Assessment Tool

Data and information

FCM FEDERATION OF CANADIAN MUNICIPALITIES / FEDERATION CANADIENNE DES MUNICIPALITES

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 your organization has achieved at the start of the project.

Outcome areas		Level 1		Level 2		Level 3		Level 4		Level 5
A: Asset Data	☑	We have **asset inventory data**, including approximate quantities of assets within most asset groups.	☑	We have a **basic inventory** of most **critical assets**, including information on general asset properties such as size, material, location and installation date.	☑	We have a consolidated, **basic inventory** of all assets.	☑	We have expanded **inventory** data for some assets.	☐	We have expanded **inventory data** for most assets.
					☑	We have defined life cycle investment requirements for **critical assets**.				
	☑	We have some anecdotal information on asset condition. Some age information exists.	☑	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.
			☑	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 describe how you have achieved your level at start of project.	We have a basic inventory of our assets with some age and assessed condition, housed in our AM software tool. We have general information included such as size, material, location, etc.									

State at End of Project

Start (from left)	Achieved
2	**Select the level your organization has achieved at the end of this project.**

Please provide information about how your project activities have helped you achieve your current state.

Asset Management Readiness Scale Assessment Tool

Data and information

FCM FEDERATION OF CANADIAN MUNICIPALITIES / FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

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: Performance Data	☑	We have informal or anecdotal approaches for measuring asset or service performance.	☑	We have some information on performance of **critical assets**, collected from a variety of sources.	☑	We have defined **level of service** measurements for some service areas.	☑	We have defined **level of service** measurements for critical service areas.	☐	We have defined **level of service** measurements for most or all service areas.
					☑	We have captured data on current **level of service** performance for some service areas.	☐	We communicate the results from our **level of service** measurement program to staff and council regularly.	☐	We continually improve how we collect data on **level of service** performance.
					☐	We have reviewed service levels and asset performance with council.				
Notes that describe how you have achieved your level at start of project.	We have some performance information on our assets, generally collected throughout data collection.									

State at End of Project

Start (from left)		Achieved
2	**Select the level your organization has achieved at the end of this project.**	

Please provide information about how your project activities have helped you achieve your current state.

Asset Management Readiness Scale Assessment Tool

Data and information

FCM FEDERATION OF CANADIAN MUNICIPALITIES FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

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
C: Financial Information	☑	We have **financial information** on our assets, supporting minimum PS-3150 reporting requirements.*	☑	We have major capital renewal and operating & maintenance (O&M) expenditure data for some assets.	☑	We have capital (new and renewal) and O&M expenditure data for most assets.	☐	We understand the cost of sustaining current **levels of service** for all **critical assets**	☐	We understand the trade-offs between investment and the **level of service** we deliver and use this to optimize our financial plans.
			☑	We have a strategy to link AM and **financial information**.	☑	We have linked AM and **financial information** for all **critical assets**.				
					☑	We can demonstrate the gaps between forecasted infrastructure needs and current spending levels.				
Notes that describe how you have achieved your level at start of project.	We mostly have capital financial information that supports PSAB reporting. We are currently using our AM software to link our financial and asset information.									

*PS-3150 is the Public Sector Accounting Board's standard guiding the treatment of tangible capital assets.

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

State at End of Project

Start (from left)	Achieved	
1	**Select the level your organization has achieved at the end of this project.**	**No change**
Please provide information about how your project activities have helped you achieve your current state.		

State Achieved
Working on Level 1

Asset Management Readiness Scale Assessment Tool

Planning and decision-making

FCM FEDERATION OF CANADIAN MUNICIPALITIES / FEDERATION CANADIENNE DES MUNICIPALITES

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: 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
A: Documentation and Standardization	☑	Our asset planning approaches vary across the orgnization.	☑	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.
			☑	We evaluate investment needs and priorities based on a mix of structured and ad-hoc 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.	Our departments follow an informal but similar approach to asset planning. We currently use our software and actual data to a degree, but generally evaluate investment needs based on a mix of practices.									

State at End of Project

Start (from left)	Achieved	
2	**Select the level your organization has achieved at the end of this project.**	**No change**
Please provide information about how your project activities have helped you achieve your current state.		

Asset Management Readiness Scale Assessment Tool

Planning and decision-making

FCM FEDERATION OF CANADIAN MUNICIPALITIES / FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

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: Asset Management Plans	☑	Our approach to asset renewal focuses on reacting to basic needs (e.g. growth, regulation and known problems).	☑	We have draft **AM plans** for some asset classes, with forecasted financial needs based on estimated data.	☑	We have **AM plans** for **critical services**, based on a mix of estimated and actual data.	☑	We have **AM plans** for most services based on actual data.	☐	We have **AM plans** for all services based on actual data.
					☑	Our **AM plans** include available information about **level of service** (current and target) and **risk** management.	☐	Our **AM plans** include basic needs forecasting and **risk** management strategies for **critical assets**.	☐	Our individual **AM plans** are integrated across services.
	☑	We evaluate priorities based on available information, staff experience, and input from council and management.			☑	Our **AM plans** identify short-term issues and priorities.	☐	Our **AM plans** are based on both short- and long-term issues and priorities. They balance short-term service objectives with longer-term goals and **risks**.	☐	Our **AM plans** include needs forecasts and **risk** management strategies for most assets. Plans address **risks** to both service and business goals
							☐	We keep our **AM plans** up to date through normal business.		
Notes that describe how you have achieved your level at start of project.	We updated our last AM plan in 2019 and it contained all our asset categories and had a mixture of estimated and actual data.									

State at End of Project

Start (from left)	Achieved	
2	**Select the level your organization has achieved at the end of this project.**	**No change**

Please provide information about how your project activities have helped you achieve your current state.

Although we are showing no current change, as part of our bigger AM project, we are also developing levels of service and will be able to identify short-term issues and priorities.

Asset Management Readiness Scale Assessment Tool

Planning and decision-making

FCM FEDERATION OF CANADIAN MUNICIPALITIES / FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

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
C: Budgets and Financial Planning	☑	We prepare annual capital and operating budgets based on historical values	☑	We prepare annual capital and operating budgets based on a mix of historical values and new priorities.	☑	We prepare an annual capital budget based on an annual assessment of current needs.	☑	We prepare annual needs-based capital and operating budgets that are based on an annual assessment of risks and current needs.	☐	We prepare multi-year needs-based capital and operating budgets that are based on our short- and mid-term needs.
	☑	We deal with new needs reactively, as they occur.			☑	We have a 3-year **capital plan** that addresses short-term issues and priorities.	☑	We have a 5-year **capital plan*** and update it annually.	☐	We take a structured approach to address in-cycle changes.
							☐	We update our **long-term financial plan** (at least 10-year) annually and understand the risks associated with our investment gap.		
Notes that describe how you have achieved your level at start of project.	We prepare our annual capital and operating budgets based on a mix of historical values and new priorities.									

*Communities may benefit from long-term capital plans that extend beyond five years to ten years or more.

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

State at End of Project

Start (from left)		Achieved
2	**Select the level your organization has achieved at the end of this project.**	No change

Please provide information about how your project activities have helped you achieve your current state.

No change however we can check off "We perpare an annual capital budget based on annual assessment of current needs". We do also try to identify as many capital projects for the next 5 years as we can and update this annually when the capital budget is prepared.

State Achieved
Working on Level 1

Asset Management Readiness Scale Assessment Tool

Contribution to asset management practice

FCM FEDERATION OF CANADIAN MUNICIPALITIES / FEDERATION CANADIENNE DES MUNICIPALITES

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		Level 4		Level 5
A: Training and Development	☑	Our AM training and development approach is informal and largely driven by the personal initiative of staff.	☑	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 information on AM concepts and techniques.	☑	Selected staff are trained on basic AM concepts.	☐	Some staff undergo training on advanced AM concepts specific to their roles and responsibilities.	☐	Council, management and staff receive role-appropriate AM training to establish needed capacity across the organization	☐	Proactive, role-based training serves as a support for career development and succession planning.
			☑	Council has opportunities to increase their understanding of AM concepts.	☑	Staff and council are able to communicate the value of AM in their own words.				
Notes that describe how you have achieved your level at start of project.	Staff have attended some training (AM Ontario, engineering seminars, webinars, conferences, etc.), which is generally defined by senior management.									

State at End of Project

Start (from left)		Achieved
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.

Caouncil has been provided opportunities to increase their understanding of AM concepts.

Asset Management Readiness Scale Assessment Tool

Contribution to asset management practice

FCM FEDERATION OF CANADIAN MUNICIPALITIES / FEDERATION CANADIENNE DES MUNICIPALITES

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 Communication and Knowledge Sharing	☑	We are aware of the need to mitigate the risk of losing information held in the minds of long-term staff.	☑	We mitigate the risk of losing information held in the minds of long-term staff, through improved record keeping.	☑	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.
					☐	We collect and maintain AM knowledge resources.	☐	We disseminate AM knowledge resources within the organization.	☐	Staff leverage internal and industry knowledge and leading practice resources.
					☑	We communicate the benefits of AM internally to staff and council.				
Notes that describe how you have achieved your level at start of project.	We are using our AM software to better document our asset information, mitigating the risk of losing information held in the minds of long-term staff.									

State at End of Project

Start (from left)	Achieved	
2	**Select the level your organization has achieved at the end of this project.**	**No change**
Please provide information about how your project activities have helped you achieve your current state.		

Asset Management Readiness Scale Assessment Tool

Contribution to asset management practice

FCM FEDERATION OF CANADIAN MUNICIPALITIES / FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

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
C: External Communication and Knowledge Sharing	☑	We are investigating AM-related organizations and resources.	☑	Staff or elected officials attend AM-related events.	☐	We are members of one or more AM organizations and actively share our AM experience.	☐	We are actively involved in AM organizations and present at AM events.	☐	We are a thought leader on AM within the municipal sector.
							☐	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 describe how you have achieved your level at start of project.	Staff have attended training sessions, seminars and conferences. Our AM policy and our budgets are posted on the website. Further, we will post about upcoming capital projects.									

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

State at End of Project

Start (from left)		Achieved
2	**Select the level your organization has achieved at the end of this project.**	**No change**
Please provide information about how your project activities have helped you achieve your current state.		

State Achieved
Level 2