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Gouvernement  
du Canada

Government  
of Canada

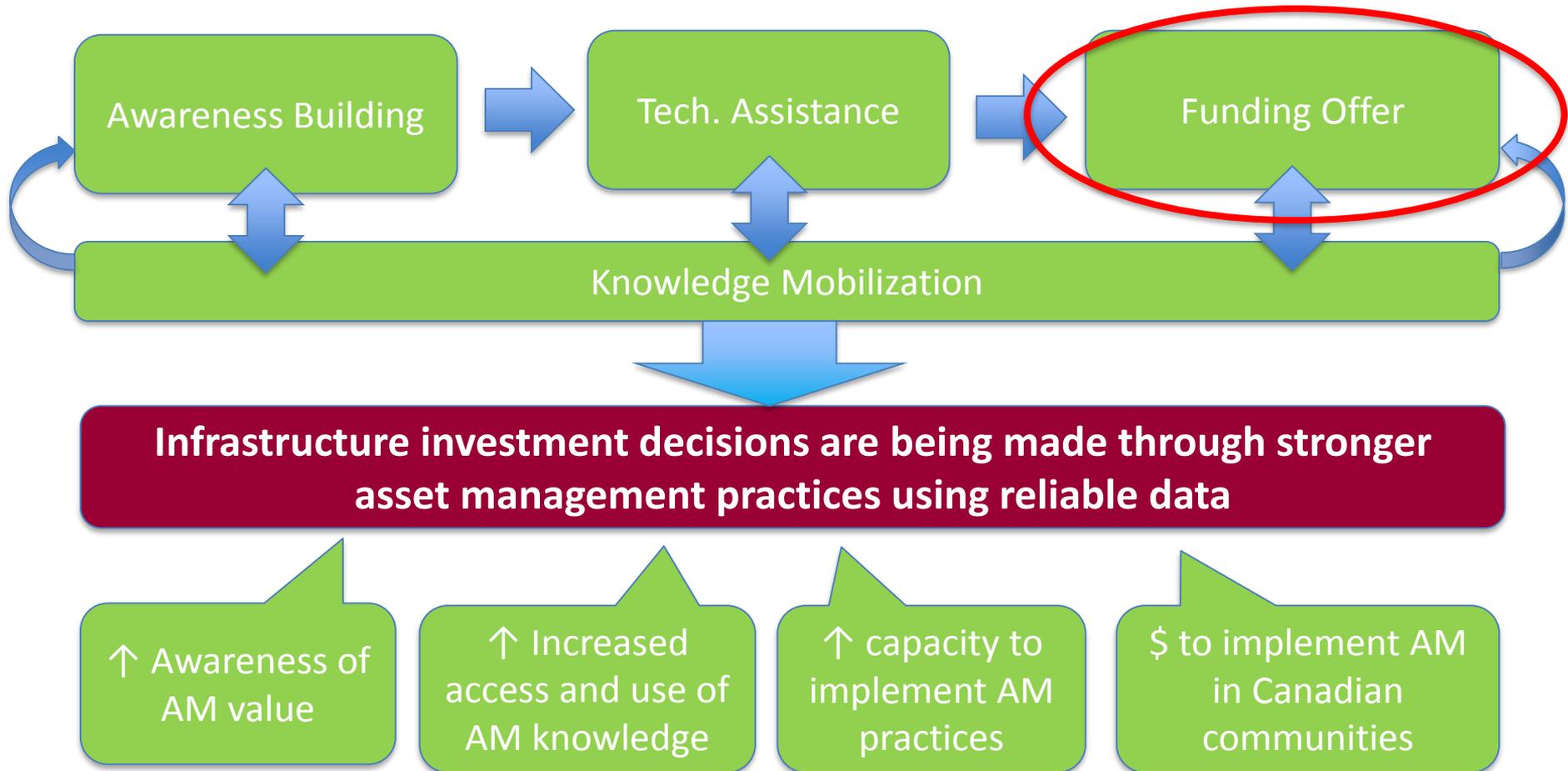
Presentation to Infrastructure Asset Management Alberta

# MAMP: How to build a great application

The Municipal Asset Management Program (MAMP) is undertaken with the financial support of the Government of Canada provided through Infrastructure Canada.

21-June-17

# Program Pillars (Logic Model)



# Awareness Building & Technical Assistance

- RFP Themes
  - May 2017: Leverage & amplify current programming
  - Fall 2017: Cohort-based learning program
- Awareness for Elected Officials and Sr. Administrators
  - Test our findings (CAMA, FCM Annual Conference)
  - Develop, test and refine key messages
  - Partner for outreach across Canada
- Finding Champions to spread the word
  - Elected officials
  - Municipal staff



# What have we seen since launching May 9<sup>th</sup>?

- ≈ 20 applications from across Canada (in 7 of 13 P/Ts)
- Wide variety of maturities against the Readiness Scale
- Wide variety of activities
- Generally a good understanding of the process and documentation
- Some folks over-shooting their end state on Readiness Scale – more education needed

**What do you think? Is MAMP on track?**



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# MAMP Direct Funding Offer

## Funding Offer:

- Lesser of 80% of Eligible Costs and \$50,000.00

## Features:

- ✓ Continuous intake
- ✓ Time from application to decision (max. 8 weeks)
- ✓ Wider distribution (↑ # of Recipients  $\geq$  550)
- ✓ Projects  $\leq$  12 months (including 1 month for reporting)
- ✓ Contract with one Lead Applicant (applicants can form partnerships and share resources).



# MAMP Direct Funding Offer

Eligible applicants are defined as:

**Municipal governments** (e.g. towns, cities, regions, districts, etc., and local boards thereof)

OR

**Municipal partners** applying in partnership with a municipal government

A municipal partner is one of the following entities:

- a municipally-owned corporation
- a regional, provincial or territorial organization delivering municipal services
- An indigenous community that has a shared service agreement with a municipal government related to infrastructure
- a not-for-profit organization with a focus on municipal services



# MAMP Direct Funding Offer

## Eligible Activities include:

- ✓ AM Assessments (needs or risks)
- ✓ AM Plans, Policies, and Strategies
- ✓ Data collection and reporting
- ✓ AM Training and organizational development
- ✓ Knowledge transfer, development and sharing

**Broad approach to eligible activities  
to ensure inclusivity**



# MAMP Direct Funding Offer

Go to [www.fcm.ca](http://www.fcm.ca) – Programs – MAMP:

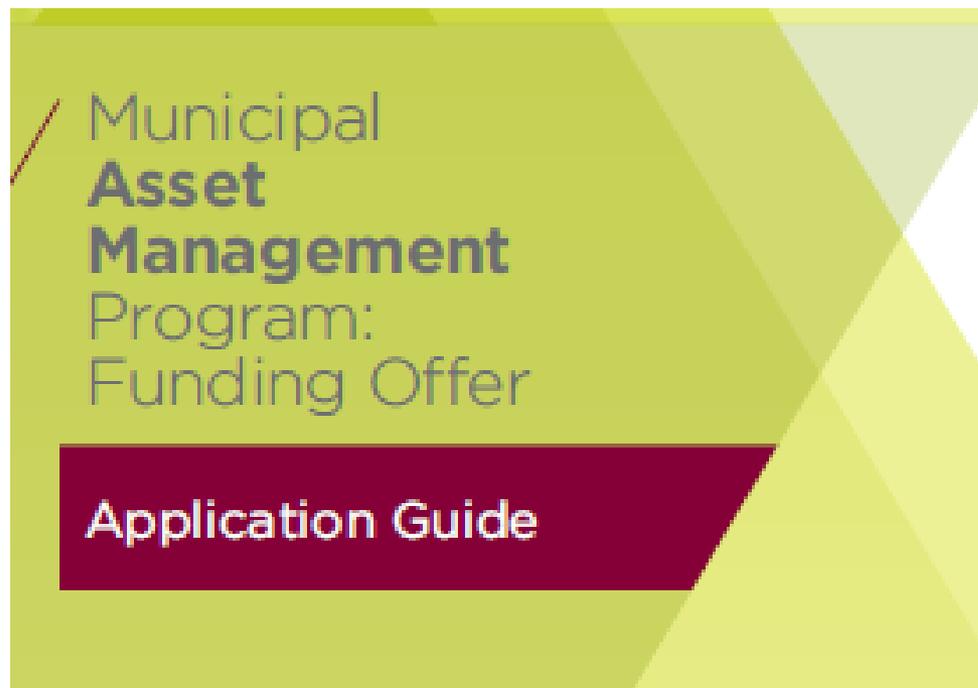
Applicant accesses/downloads:

- Application Guide (printable .pdf)
- Application Form (fillable .pdf)
- Readiness Scale (printable .pdf)
- Work Plan & Budget Template (Excel)
- Templates for resolutions/support letters



# MAMP Application Guide

- Funding limits
- Eligible activities
- Eligible costs
- Who can apply
- Project scope
- How to apply
- Evaluation criteria
- IP and Audit requirements
- Application review and approval process



# MAMP Application Form

- Fillable .pdf form.
- Download it and save it to your desktop (or shared drive)
- Come back to it as you collect and complete all information.
- Upload attachments directly to the form:
  - Budget/Work Plan in Excel
  - Resolution
  - Support Letter (if req'd)
- Be connected to internet, then click submit.



# MAMP Application Form

- Who are you?
- Self-assess (today) on the Readiness Scale
- Describe the project and why it is a priority
- Identify the activities (what's an activity?)
  - See eligible activities in Guide
- Identify the deliverables (what's a deliverable?)
  - What you will provide to MAMP as evidence that you have achieved the activity



# MAMP Application Form

- Forecast your future state on Readiness Scale
- What will this project do for you?
- What resources will you use?
- Fit with P/T approach (what does this mean?)
- What are the risks/foreseen challenges and how will you mitigate them?



# Work Plan and Budget Template

WORK PLAN AND BUDGET - MAMP Projects					
Lead Applicant:					
Project title:					
Activity	Start date:	End date:	Eligible Cost (\$)	Ineligible Cost (\$)	Total Cost (\$)
Activity 1: <i>(please insert name of activity)</i>	mm/yyyy	mm/yyyy			
[Add task description here]			\$0	\$0	\$0
[Add task description here]			\$0	\$0	\$0
[Add task description here]			\$0	\$0	\$0
[Add task description here]			\$0	\$0	\$0
[Add task description here]			\$0	\$0	\$0
<b>Activity 1 Subtotals</b>			<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Activity 2: <i>(please insert name of activity)</i>	mm/yyyy	mm/yyyy			
[Add task description here]			\$0	\$0	\$0
[Add task description here]			\$0	\$0	\$0
[Add task description here]			\$0	\$0	\$0
[Add task description here]			\$0	\$0	\$0
[Add task description here]			\$0	\$0	\$0



# Work Plan and Budget Template

- Three tabs (eligible costs, budget, funding)
- Complete this in parallel with Section 8 (Activities & Deliverables) in the Form
- Think about from the Peer Reviewer's point of view – have you given enough information to explain what and how for each activity?
- There's room for 5 tasks – be brief but specific!
- Think about ALL eligible costs (incl. staff time!)



# Work Plan and Budget Template

Sources of Funding					
<p><b>Instructions</b></p> <p>Use the table below to demonstrate how you will cover all costs of your proposed project. The total of all funding sources must equal the <b>total project costs</b> (eligible + ineligible) in your workplan and budget table (tab 1).</p> <p>Additional funding sources could include cash contributions from your organization, and other government or non-government funding sources.</p> <p>FCM offers grants, which cover up to 80% of eligible costs, to a maximum of \$50,000 to undertake eligible activities. The spreadsheet will auto-calculate the maximum grant amount for which you are eligible, based on the total eligible costs in the budget.</p>					
Funding source	Description	Confirmed (Y/N)	Date committed DD-MM-YYYY	Amount (\$)	Percentage of total budget
FCM grant	Grant	N		\$0	#DIV/0!
<i>Additional funding source</i>				\$0	#DIV/0!
<i>Additional funding source</i>				\$0	#DIV/0!
<i>Additional funding source</i>				\$0	#DIV/0!
<i>Additional funding source</i>				\$0	#DIV/0!
<i>Additional funding source</i>				\$0	#DIV/0!
<b>Total funding:</b>				<b>\$0</b>	
[Should equal budget total costs, Line 13 below]					
			<b>Budget total costs</b>	<b>\$0</b>	
			<b>Budget total eligible costs</b>	<b>\$0</b>	

# Work Plan and Budget Template

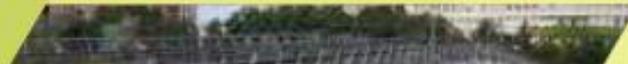
## Funding Sources:

- 100% stackable with other gov't funding
- Make sure the numbers add up (to cover Total Project Costs – not just Eligible)
- Maximize the funding available to you!

# Asset Management Readiness Scale

Municipal  
**Asset  
Management**  
Program

Asset Management  
Readiness Scale



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# Asset Management Readiness Scale

- Intro to maturity and measurement
- Context to MAMP
- Framework, Competencies and Steps
- Level Setting – What to Expect
- Example and Discussion



# What is a readiness scale?

- Readiness or Maturity Scales are widely utilized in business as a means of measuring an organization’s capacity and adoption of leading practices, capabilities and tools.
- Generally based on a five-point progressive scale, describing the evolutionary development of key competencies and supports

1	2	3	4	5
Initial	Repeatable	Defined	Managed	Optimizing
Organization has awareness and is working to formalize its requirement; there is evidence of intent to progress; current approach is generally undocumented, reactive and varies in make-up and application; outcomes are unmeasured and unpredictable.	Organization has formalized its requirement and is working to progress. Approach is structured and often repeatable, but largely undocumented and may not align with broader objectives and context; performance is generally measured and roughly predictable.	The organization has formalized its requirement and it is being used within its daily operations; approach is structured and fully documented, and aligns with the broader objectives; performance is closely measured and managed.	The organization is systematically and consistently refining its requirement, in line with its broader objectives and context; approach is fully embedded and drives activity; performance is monitored and trade-offs are weighed and used to guide action.	The organization employs the “leading practice”, and achieves maximum value through its application in line with objectives and context; approach is validated and refined based on benchmarked performance and evolving needs and state of the art.



# What will it do for us?

## A Tool for FCM...

- Benchmark local gov'ts, identifying industry and local gaps and requirements
- Support the effective targeting and planning of capacity building initiatives and supports
- Demonstrate vision and alignment with MAMP's core objectives
- Track program progress and outcomes, demonstrating value to the sector and INFC

## A Tool for Municipalities...

- Measure current state, and highlight capacity building needs and opportunities
- Provide an evolutionary roadmap showing the path forward and guiding efforts and activities
- Track progress and benchmark against peer organizations and leading practice
- Communicate vision and demonstrate return to Management and Staff, to Council and to the Public



# Asset Management Readiness Scale

## 5 Competencies (with 6 Levels in each):

- Policy and governance
- People and leadership
- Data and information
- Planning and decision-making
- Contribution to asset management practice



# Measuring progress of MAMP Recipients

## Asset Management (AM) Readiness Scale

### Competency: POLICY AND GOVERNANCE

This competency involves putting in place *policies and objectives* related to asset management, bringing those policies to life through a *strategy and framework*, and then *measuring and monitoring* implementation over time.

Readiness Level ➔	1		2	3	4	5
	Working on Level 1 <input type="checkbox"/>	Completed Level 1 <input type="checkbox"/>	Completed Level 2 <input type="checkbox"/>	Completed Level 3 <input type="checkbox"/>	Completed Level 4 <input type="checkbox"/>	Completed Level 5 <input type="checkbox"/>
	We have drafted an AM policy and strategy, and have developed a framework and expectations for our AM system.		We have documented the benefits and outcomes we hope to get by following our policy and implementing our AM strategy and system. We have created a roadmap guiding our actions in achieving these outcomes.	We are following our roadmap in implementing our AM strategy and system. We have clear performance measures in place to track progress and outcomes.	We have our AM system in place and are measuring outcomes and benefits to our community. We have updated our roadmap to guide our AM system's ongoing improvement.	We are following our updated roadmap and continually improving our AM system.
↓Outcomes ↓	You have achieved a specific readiness level when you can demonstrate the corresponding outcomes below.					
Policy and Objectives	<ul style="list-style-type: none"> <li>Senior management has endorsed draft AM policy and objectives.</li> </ul>		<ul style="list-style-type: none"> <li>Council has endorsed the AM policy.</li> </ul>	<ul style="list-style-type: none"> <li>We are starting to use AM policy objectives to guide our actions.</li> </ul>	<ul style="list-style-type: none"> <li>We are managing assets and services in accordance with AM policy and organizational objectives.</li> </ul>	<ul style="list-style-type: none"> <li>We are validating and refining corporate, service and AM objectives based on the evolving needs of our community.</li> </ul>
Strategy and Framework	<ul style="list-style-type: none"> <li>We have drafted an AM strategy and framework, and AM system planning has begun.</li> </ul>		<ul style="list-style-type: none"> <li>We have completed the strategy and framework for our AM system. We have established a roadmap to guide the detailed actions surrounding its deployment.</li> </ul>	<ul style="list-style-type: none"> <li>We are following our roadmap in implementing the AM system.</li> </ul>	<ul style="list-style-type: none"> <li>We are achieving our AM policy objectives through a fully functional AM system. Necessary workflows, documents and reporting tools are in place. We are updating our roadmap to address evolving needs.</li> </ul>	<ul style="list-style-type: none"> <li>We are following our roadmap in continually improving the AM system, and documenting the improvements.</li> </ul>
Measurement and Monitoring	<ul style="list-style-type: none"> <li>We have documented and educated stakeholders on our AM system plans and our objectives for the coming year.</li> </ul>		<ul style="list-style-type: none"> <li>We have defined and documented expected AM system benefits and outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>We have established performance measures to monitor AM system progress and its outcomes and benefits to our community.</li> </ul>	<ul style="list-style-type: none"> <li>We are using performance measures to monitor progress and AM system outcomes and benefits.</li> </ul>	<ul style="list-style-type: none"> <li>We are monitoring performance and using the feedback to prioritize and make ongoing refinements and improvements.</li> </ul>



# How will it do it?

- Progress is evaluated using the five point readiness spectrum based on a description of the goals and outcomes associated with each state.
- “Current State” is defined based on the progress made to date
- A “Target State” is selected based on goals and objectives
- An improvement strategy is established based on the development needed to progress through the gap

Competencies	1	2	3	4	5
	Initial	Repeatable	Defined	Managed	Optimizing
Policy and Governance					
People and Leadership					
Data and Information					
Planning and Decision-Making					
Contribution to AM Practice					



# Discussion and Questions

THANK YOU! 😊

