



**RMA**  
RURAL MUNICIPALITIES  
*of ALBERTA*

**RMA/AUMA/ IAMA  
ASSET  
MANAGEMENT  
TRAINING**

IAMA Workshop, June 13, 2018

# The Presentation

- MAMP – what is it?
- RMA, AUMA and IAMA – lots of vowels, but one vision
- The project – what we envisioned, what we ended up with, and how we got there
- The training – more about the courses for elected officials and staff
- The outcome – what was good, what was bad, and what participants thought

# MAMP – What is it?

Canada 

**FCM** 

FEDERATION  
OF CANADIAN  
MUNICIPALITIES

FÉDÉRATION  
CANADIENNE DES  
MUNICIPALITÉS

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**[MAMP will] support Canadian cities and communities to make informed decisions about infrastructure.**

- FCM MAMP website

# MAMP – What is it?

- \$50 million over five years
- Includes multiple components
  - Direct funding to municipalities
  - Funding for regional projects through “implementing partners”
  - FCM-developed Canada-wide resources



## MAMP – What is it?

- MAMP goals:
  - 4000 individuals and 750 municipalities receive training
  - 550 municipalities receive funding for local projects in areas such as plan and policy development, asset management assessments, data collection and reporting, and other areas
- MAMP Readiness Scale

# RMA, AUMA and IAMA



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## RMA, AUMA and IAMA

- AUMA/RMA and IAMA applied separately for implementing partner funding
- AUMA/RMA: training for elected officials
- IAMA: training for municipal staff
- Projects would be separate but collaborative





A dark blue monochromatic landscape featuring a field of hay bales in the foreground and mountains in the background. The text "Change of plans..." is centered in white.

Change of plans...

# RMA, AUMA and IAMA

## Separate projects

- Separate administration
- More work
- Limited/more challenging collaboration
- Greater risk

## One project

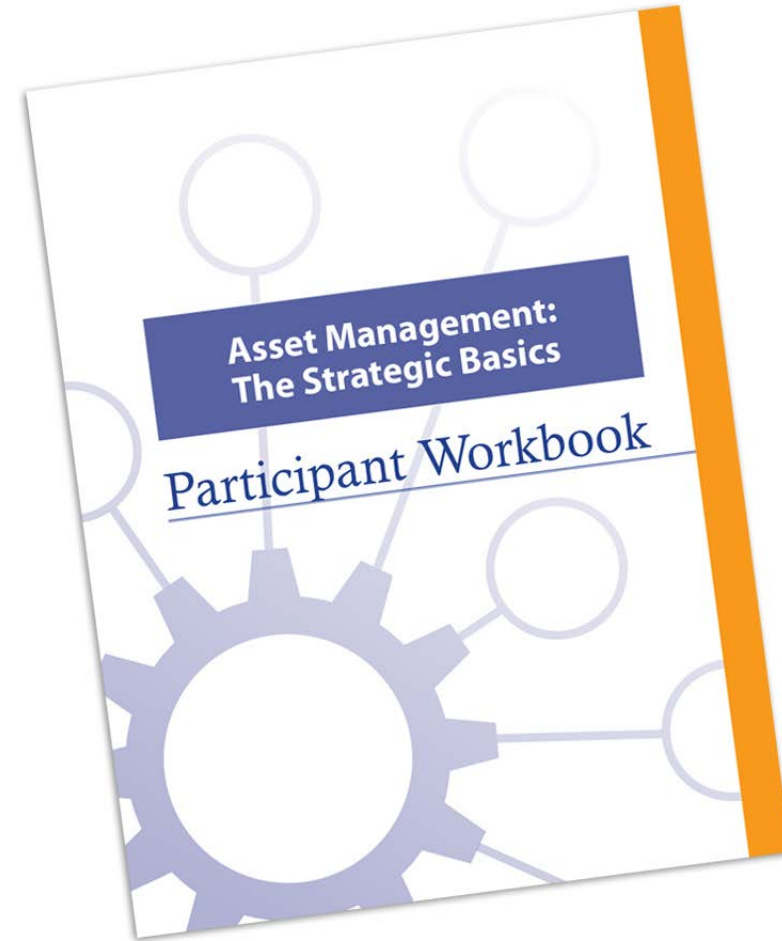
- Improved communication
- Increased capacity
- Stronger marketing/promotions
- Reduced risk



# RMA, AUMA and IAMA

- Moved forward with one project
  - One funding agreement
  - One organization responsible for administering funding
  - Tri-partite agreement establishing roles and responsibilities
  - Two project steps:
    - Step 1: Elected officials training
    - Step 2: Municipal staff training

# The Project



# The Project

- Small municipalities
- Limited capacity
- Focus on the basics – where to start
- Avoid reinventing the wheel – leverage quality existing resources
- Target elected officials and staff



# The Project

- Step 1 – elected officials
- Step 2 – municipal staff
- Different audiences
- Different levels of understanding
- Different relationship to asset management



# The Project

## Elected Officials

- Provides strategic direction
- Diverse knowledge, skills and experience
- No need to get into the technical details
- Budgetary and planning impacts
- How does asset management link to other plans?

## Municipal Staff

- Implement council's strategic direction
- Manage infrastructure on a day-to-day basis
- Higher level of technical knowledge and experience
- How does asset management move from plan to action?



# The Project - Elected Officials

- One-day course
  - *Asset Management: The Strategic Basics*
- Half-day courses
  - Risk
  - Levels of Service
  - Climate Change
  - Public Engagement
  - Policy





# The Project - Elected Officials

- *Asset Management: The Strategic Basics*
  - Module 1 – Define Asset Management
    - Define it
    - Articulate the benefits of it
    - Recognize trade-offs in decision-making
    - Describe the process



# The Project - Elected Officials

- *Asset Management: The Strategic Basics*
  - Module 2 – Fulfill the Role of the Elected Official in Asset Management
    - Identify role of elected official and other stakeholders
    - Use an asset management mindset
    - Provide leadership in asset management
    - Effectively use data and information
    - Understand and follow the asset management process



# The Project - Elected Officials

- Supplementary courses
  - Modules vary by course
  - Example – climate change:
    - Identify how climate is changing
    - Asset management's connection to climate change
    - Asset management's use in identifying climate risks
    - Asset management as a support for climate change mitigation



# The Project - Elected Officials

- By the numbers:
  - Six full-day sessions
    - Sherwood Park, Peace River, Strathmore, Lethbridge, Vermilion, and Spruce Grove
  - Five half-day sessions
    - Westlock, Strathmore, Grande Prairie – 3 courses
  - Course attendance ranged from 15 to 51 participants
  - Wide range of municipal types, from summer villages to large cities


# The Project - Elected Officials

- Participant feedback:
  - FCM-mandated feedback – did course improve asset management capacity?
  - Haven't conducted an in-depth analysis yet
  - General review...course was well-received



A blue-tinted landscape featuring a field of hay bales in the foreground and mountains in the background. The text "What was most relevant?" is overlaid in white.

**What was most relevant?**

A blue-tinted landscape featuring a field of hay bales in the foreground and a range of mountains in the background. The text is overlaid in the center.

# Importance of developing an AM mindset

A blue-tinted landscape featuring a field of hay bales in the foreground and mountains in the background. The text is overlaid in the center.

# How AM can support council decision-making



A blue-tinted landscape featuring a field of hay bales in the foreground, a range of mountains in the middle ground, and a cloudy sky. The text "Great for budget planning" is overlaid in white, serif font.

Great for budget planning



**How to link LOS, risk and cost  
trade-off to council decision-  
making**

# The Project – Municipal Staff

- Two-day course
  - *Asset Management: The Technical Basics*



# The Project – Municipal Staff

- *Asset Management: The Technical Basics*
  - Module 1: What is asset management?
    - Policy and governance
    - Levels of service and risk
    - Asset management leadership



# The Project – Municipal Staff

- *Asset Management: The Technical Basics*
  - Module 2: Asset management data requirements
    - Asset management data: using what you have
    - Moving beyond existing data



# The Project – Municipal Staff

- *Asset Management: The Technical Basics*
  - Module 3: Asset management plans
    - Bring it all together
    - Build your own



# The Project – Municipal Staff

- By the numbers:
  - Six two-day sessions
    - Leduc, Vermilion, Grande Prairie, Lethbridge, Okotoks, and Sherwood Park
  - Course attendance ranged from 20 to 76 participants
  - Wide range of municipal types, from summer villages to large cities
  - Wide range of municipal staff types: recreation, utilities, GIS, corporate services, finance, public works, senior administration, etc.



# The Project – Municipal Staff

- Participant feedback:
  - FCM mandated feedback – more detailed than elected officials course
    - What skills did you acquire? Did your municipality's capacity increase? Where is your municipality on the readiness scale?
  - Haven't conducted an in-depth analysis yet
  - General review...course was well-received





A blue-tinted photograph of a rural landscape. In the foreground, there are several large, rectangular haystacks. The middle ground shows a field with rows of crops, possibly corn. In the background, there are rolling hills and mountains under a cloudy sky. The overall scene is dimly lit, suggesting dusk or dawn.

**What was most relevant?**

A dark blue-tinted landscape featuring a field of hay bales in the foreground and mountains in the background. The text is overlaid in the center.

No municipalities have it all  
figured out

A blue-tinted photograph of a rural landscape. In the foreground, there are several large, cylindrical hay bales. The middle ground shows a field with rows of crops. In the background, there are rolling hills or mountains under a cloudy sky. The overall scene is dimly lit, suggesting dusk or dawn.

# Importance of supporting AM through a policy framework

A blue-tinted photograph of a rural landscape. In the background, there are mountains with some snow or light-colored patches. The middle ground shows a field with several large haystacks. The foreground is a field of crops, possibly wheat or barley, with rows visible. The overall scene is dimly lit, suggesting dusk or dawn.

Start small and add info/detail

as you go



The importance of  
understanding LOS and risk

## What's Next?

- Programming must be complete by June 30, 2018
- Resources (workbooks, PPTs, facilitator guides) available through AUMA, RMA, IAMA and FCM
- Courses can be reviewed individually, locally, etc. using available materials
- Courses may be offered again by RMA, AUMA, IAMA, etc. should demand arise

# Lessons Learned

- RMA, AUMA and IAMA make a strong team
  - Capacity
  - Reach
  - Knowledge
  - Similar visions and goals
- Appetite for asset management training



# Lessons Learned

- Barriers to asset management training
  - Barriers most significant among highest priority municipalities
    - Cost (even for a free course)
    - Time
    - Travel
    - Buy-in/next steps within municipality





# Lessons Learned

- IAMA moving forward – these views are my own!
  - Moved beyond workshops
  - Administrative challenges, but overcome through hard work of leadership
  - Transition from a community of practice to a non-profit organization
  - Great potential for future asset management capacity building beyond MAMP, but needs long-term buy-in and support from community



Questions?