Appendix D

Maturity Assessment

AssetSMART 2.0

A Tool to Assess Your Community's Asset Management Practices

What is AssetSMART?

AssetSMART is a tool that local governments can use to assess their capacity to manage their assets. This tool has been designed to help local governments:

- ◊ Evaluate their asset management practices in a comprehensive way
- ◊ Identify particular areas of strength and areas for improvement
- ◊ Establish priorities
- ◊ Build awareness of the many dimensions of asset management
- ◊ Generate productive discussion across departments
- ◊ Measure progress over time
- ◊ Benchmark against other communities
- ◊ Set short-, mid-, and long-term objectives in specific areas

Which communities should use AssetSMART?

AssetSMART has been specifically designed to reflect the unique challenges that local governments face in managing their assets. This tool is intended to be used by any local government, of any size, and at any stage of implementing an asset management program. Whether your community is in the initial or advanced stages of asset management, AssetSMART can help your organization take stock of where it is today and plan for the future.

DATE Original Assessment 2016; Updated 2023

NAME Developed with input from a cross-departmental team

ORGANIZATION The Corporation of the District of Saanich

The Framework

AssetSMART uses Asset Management for Sustainable Service Delivery: A BC Framework (the Framework) as a foundation. The Framework establishes a high-level, systematic approach that supports local governments in moving toward service, asset and financial sustainability through an asset management process.

The Core Elements of Asset Management

People, Information, Assets, and Finances are considered the core elements of asset management. Each of these elements are necessary for sustainable service delivery. Success requires the integration of these four elements throughout the process of asset management. The four core elements form the AssetSMART assessment categories.

ASSETS

	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	EVIDENCE / NOTES
1 Location	Accurate location data is available for fewer than half of the assets and is in a format or location that is generally inaccessible to those who need it. ☐	Accurate location data is available for at least 50% of the assets. ☒	Complete and accurate data is available for most assets, including all critical assets. Data is easily accessible to all who require it. ☐	Complete and accurate data is available for all assets, including new assets. Data is easily accessible to all who require it. ☐	Accurate location data exists in GIS for most of our Asset Types: Drainage, Facilities, Transportation, Wastewater, Water. For the Park & Trail Structures Asset Type, some location data exists in GIS and the rest exists in spreadsheets or needs to be developed. For the IT and Vehicles & Equipment Asset Types, location data exists in spreadsheets or needs to be developed. Natural Assets location data currently only exists in Planimetric GIS layers (2007 geometry).
2 Key Attribute Data	Accurate attribute data is available for fewer than half of the assets and is in a format or location that is generally inaccessible to those who need it. ☐	Accurate attribute data is available for at least 50% of the assets. ☒	Complete and accurate data is available for most assets, including all critical assets. Data is easily accessible to all who require it. ☐	Complete and accurate data is available for all assets, including new assets. Data is easily accessible to all who require it. ☐	Accurate attribute data is available in GIS for most of our Asset Types: Drainage, Transportation, Wastewater, Water, although the completeness of data varies by Asset Type. Attribute data for Facilities Asset Type is available in VFA Facility for Municipal Facilities, and in spreadsheets for Park Buildings. Attribute data for Vehicles & Equipment assets exists in spreadsheets. Attribute data for IT assets is currently being populated in ServiceNOW software. Attribute data for Natural Assets currently does not exist.
3 Install Data	The installation date is available for fewer than half of the assets and is in a format or location that is generally inaccessible to those who need it. ☐	Asset installation date is available for at least 50% of the assets. ☒	Accurate install date is available for most assets, including all critical assets. Data is easily accessible to all who require it. ☐	Complete and accurate data is available for all assets, including new assets. Data is easily accessible to all who require it. ☐	Accurate installation date is available for most of our Asset Types, although the completeness of data varies by asset type. The biggest gap is with our Transportation Asset Type, where installation date is not available for assets older than about 15 years. In cases where installation date is not available, age has been estimated based on condition.
4 Historic Cost	Accurate historic cost data is available for fewer than half of the assets and is in a format or location that is generally inaccessible to those who need it. ☐	Accurate historic cost data is available for at least 50% of the assets. ☐	Complete and accurate historic cost data is available for most assets, including all critical assets. Data is easily accessible to all who require it. ☒	Complete and accurate historic cost data is available for all assets, including new assets. Data is easily accessible to all who require it. ☐	Historical cost is available for financial reporting purposes for all infrastructure. Current replacement value (RV) was originally estimated in 2007 for setting a sustainable funding level goal for 2019. As part of the development of the AM Strategy, current RV was updated to 2022, and the sustainable funding level goal needs to be updated.
5 Natural Assets	No consideration is given to natural assets in planning for sustainable service delivery. ☐	There is general awareness of the services provided by natural assets, but natural assets are not included in planning or decision making. ☒	Some natural assets have been identified and the value of service is partially understood. ☐	All significant natural assets have been identified and the value of service they provide is understood. This value is considered in decision making and planning. ☐	The importance of natural assets is acknowledged in Saanich strategic documents, and there is a general awareness of the services provided by natural assets. Several initiatives are underway related to natural assets, including the Biodiversity Conservation Strategy, the Urban Forest Strategy, and the Integrated Stormwater Management Plans. Currently, natural assets are not included formally in decision-making.

INFORMATION

	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	EVIDENCE / NOTES
6 Policy	No policies are in place related to sustainable service delivery. ☐	Some policies related to sustainable service delivery are in place, but there are significant gaps or policies are not actionable. ☐	Good policies are in place related to sustainable service delivery, but they are not all referenced for decision making. ☒	Policy(ies) adopted by council that are understood and provide clear direction on how the community will achieve sustainable service delivery. Policies are a regular reference for guiding decisions. ☐	Saanich's Official Community Plan "Sustainable Saanich" sets out the vision for sustainable service delivery. Council approved the AM Policy in 2019. Council approved the Climate Plan in 2020. Saanich's Purchasing Policy requires life cycle costing.
7 Strategy	No strategy is in place. ☐	Components of a strategy or framework are in place, but there are significant gaps in providing direction for sustainable service delivery and the linkage of plans and initiatives. ☒	A strategy / framework is in place that identifies specific sustainable service delivery goals, the approach to achieving them, and identifies how organizational plans or initiatives fit together to inform decision making and achieving the goals. The strategy is not being widely implemented. ☐	A strategy / framework is in place that identifies specific sustainable service delivery goals, the approach to achieving them, and identifies how organizational plans or initiatives fit together to inform decision making and achieving the goals. The strategy is being implemented. ☐	There is currently no AM Strategy. However, in 2022 an AM Program Charter was approved by the AM Steering Committee, which includes a high level road map for developing the AM Program.
8 Level of Service	The levels of service currently delivered are not consistently understood by the public or documented. ☒	In some of the core service areas, the current level of service is understood and documented, and the desired level of service has been defined. ☐	In all service areas, the current level of service is understood and documented, and service targets have been set. ☐	Current and desired levels of service, and trade offs between costs and services are well understood by both staff and the public. ☐	Levels of Service (AM Objectives) are not currently formally documented, discussed with Council or understood by the public. The Annual Report does include some service performance metrics that are linked to the Strategic Plan. At the department level, some technical levels of service have been discussed and established for operational purposes, however this is not currently part of a formal decision-making process.

INFORMATION

	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	EVIDENCE / NOTES
9 Risk	Risks to assets and service levels are not understood or documented ☐	Asset risk is estimated according to asset remaining life only, condition assessment information is not available. Broader service delivery risks have not been considered. ☒	Estimated remaining life is known for all assets and is supported by a condition assessment for critical assets or assets nearing replacement. Risk assessments consider the consequence of failure. Some 'big-picture' risks to service delivery for the organization are understood at a corporate level. ☐	Asset risks are well understood and documented based on evidence of the probability and the consequence of failure. High-level organizational risks to service delivery are well understood throughout the corporation. ☐	There is a District-wide Enterprise Risk Management Framework, and a District-wide risk matrix is currently being developed. In 2022, a Community Risk Assessment was completed for emergency management purposes. In 2018, a Climate Hazard and Vulnerability Assessment was completed as part of developing the Climate Plan. Currently, service level risk assessment has not been completed for for any Asset Types. Asset level risk assessment has been completed only for our Wastewater and Water Asset Types. Condition assessment studies have been completed for Drainage, some Facilities (Municipal Facilities but not Park Buildings), some Park & Trail Structures (playgrounds), some Vehicles & Equipment (fleet vehicles), Transportation, Wastewater and Water Asset Types, but there is currently no condition assessment data for IT and Natural Asset Types.
10 AMP - Asset Replacement Plans	No Asset Replacement Plan exists to show the theoretical timing for asset replacement. ☒	Parts of an Asset Replacement Plan exist (e.g. for some asset categories, for a duration <20 years, etc.) but it is not consolidated into an organizational long term view. ☐	An Asset Replacement Plan has been developed, but it is either <20 years in scope or does not include all assets. ☐	A long term (75+ year) plan is in place that illustrates the timing of expenditure to replace all existing assets, the current infrastructure deficit, and the average annual sustainable funding level. ☐	There are currently no Asset Management Plans (AM Plans) developed for the District. However, there are District-wide and departmental strategies and plans that will inform the development of AM Plans.
11 AMP - Long Term Capital Plan	No long term (10 year) capital plan is in place. ☒	A ten year capital plan is in place but it is limited to new projects and it does not reflect anticipated asset renewal. ☐	A ten year capital plan is in place that reflects new capital projects for growth or regulatory compliance, and the replacement of existing assets to manage risk and deliver an appropriate level of service. ☐	A ten year capital plan is in place that is current, informed by level of service targets, risk to service delivery. The capital plan is integrated with the long term financial plan, and is being followed and tracked. ☐	The annual Financial Plan currently includes a 5 year capital forecast, which is informed by departmental strategies and plans related to each Asset Type. These departmental documents include information on upcoming renewal/replacement projects as well as planned upgrades/new infrastructure.

INFORMATION

12 Climate Change

LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	EVIDENCE / NOTES
Climate change is not considered in service delivery risk or long term asset replacements. ☐	Probable local impacts of climate change have been identified and are considered in some organizational plans. ☒	An assessment of risk to some critical existing infrastructure has been conducted. Design and construction of new assets consider climate change. ☐	An assessment of risk to existing infrastructure has been conducted, and plans are in place to manage this risk. Design and construction of new assets consider climate change. ☐	Climate change is considered in various ways within the organization. The Official Community Plan has a significant commitment to climate action. The Climate Plan sets District-wide goals for climate mitigation and adaptation, including specific goals for our Facilities, Transportation and Vehicles & Equipment Asset Types. The Active Transportation Plan sets out how the Transportation climate targets will be met.

FINANCES

	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	EVIDENCE / NOTES
13 Long Term Financial Plan	No long term financial plan is in place. ☐	A financial plan is in place but it covers <10 years or does not reflect the future costs of replacing existing assets. ☒	A long term (10+ years) financial plan is in place that reflects the revenue required and funding sources to fund new assets and asset replacements, but the plan is not being followed or updated. ☐	A comprehensive long term financial plan exists and is based on up to date information. The plan looks forward 10 years or more and is integrated with long term capital plan. The plan is being tracked and followed. ☐	Currently, there is a 5 year Financial Plan that is updated annually, and which currently includes the sustainable funding level targets for infrastructure replacement that were establshed in 2007; the sustainable funding targets were met in 2019 but they have not been revised to reflect changing costs or to include new assets. The District completed a Long Term Financial Plan in 2022 that includes a 10 year capital and operating forecast, and establishes financial policy measures and targets.
14 Revenue	Revenue is year to year and there is no linkage between revenues and long term requirements. Revenues are not sufficient to meet needs without reliance on grants or subsidies. ☐	Revenue is sufficient and reliable to fund the requirements for the next 5 years, but there is a significant gap between revenues and sustainable funding levels for later years. ☒	Revenue is sufficient and reliable to fund the requirements in the 10 year capital plan, but there is still a gap between revenues and sustainable funding levels for the long term. ☐	Revenues are sufficient, predictable, and stable to fund long term sustainable service delivery in alignment with the long term financial plan and the asset replacement plan. ☐	Currently, tax and utility rates for are considered to have sufficient revenue per the annual Financial Plan. However, the long term requires assessment once the sustainable funding levels are updated.
15 Reserves	No reserves are in place. ☐	Minimal reserves are in place that can buffer short term fluctuations in revenue (e.g. 6 weeks operating expenses). ☐	Reserves are in place to buffer short term revenue fluctuations. There are dedicated reserves for future capital renewal, but do not meet the levels required as identified in the financial plan. ☒	Reserves are held at levels established in accordance with the financial plan in order to meet long term requirements. ☐	The District has a reserve strategy to ensure that all Asset Types have established reserves. The reserve levels will need to be reviewed once the sustainable funding levels are updated.
16 Debt	Debt levels are high (at or very near the maximum), limiting capacity for additional borrowing and no plan is in place to reduce debt. ☐	Debt levels higher than desired and debt management strategy is being considered. ☐	Debt levels are reasonable but is trending upward and are not aligned with the long term financial plan. ☒	Debt levels are prudent and reasonable. Debt levels are in line with the long term financial plan and relatively stable. ☐	Debt levels are currently very low for the District.

PEOPLE

	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	EVIDENCE / NOTES
17 People Capacity	Staff have no time for asset management. [x]	Some staff time could be made available for asset management, but staff have limited or no knowledge of the tasks and processes required to meet asset management outcomes. [ ]	Staff are investing some time in asset management and are working to build the capacities, knowledge, and systems needed. [ ]	Staff have the necessary time, knowledge, skills, and capacities to achieve asset management outcomes and are implementing asset management as part of their jobs. [ ]	There is no staff capacity for additional asset management work. Currently, departmental staff who carry out the day-to-day work of service delivery and management of physical assets are working at capacity. Additional AM work will require additional resources and staff training. In 2021, a new, dedicated resource was approved by Council to develop and implement a formal, District-wide AM Program.
18 Awareness	There is no awareness of the needs to manage assets and sustainably deliver services among staff, elected officials, or members of the public. [ ]	Staff are generally aware of the major issues related to Asset Management and service sustainability in the community, and what is needed to address these issues. [x]	Staff members and elected officials are aware of community issues and future risks related to sustainable service delivery. [ ]	Members of the public are aware of the issues related to sustainable service delivery, and there is evidence these issues are considered in public decision making. [ ]	District staff currently have a general awareness of the concepts of asset management, and have been provided with access to information through the District's internal and external AM Program webpages. Formal training has been provided to the AM Working Group. Members of Council are aware of the issues related to sustainable service delivery, and have been provided with information through emails, reports and presentations.
19 Teamwork	No cross functional team is in place to manage assets. There are significant siloes in the organization that prevent information from being shared and used in decision making. [ ]	A cross functional team is in place, but siloes among departments or staff positions (e.g. between operations and management) still prevent information from being shared. [x]	A cross functional team is in place that is effectively bridging siloes in the organization. [ ]	There is no perception of siloes across departments at all levels of the organization. There is a strong culture of teamwork and information is readily and consistently shared through formal and informal channels. [ ]	A cross-functional AM Steering Committee has been in place since 2018, and a cross-functional AM Working Group was established in 2022. There is a need to continue to improve communication between departments.
20 Role	People do not understand their role in asset management or sustainable service delivery which hinders the ability to manage assets. [ ]	A small group of people understand their role as it relates to sustainable service delivery, but there are some significant gaps causing things to fall through the cracks. [x]	Most people in the organization understand their role as it relates to sustainable service delivery. [ ]	Roles are clearly understood by everyone, including council, resulting in nothing 'falling through the cracks'. [ ]	AM is recognized as a priority of the organization. Currently, there is no formal documentation of roles & responsibilities for management of assets, and there are some grey areas that require further discussion. Job descriptions currently do not reference asset management.

21 Decision Making

LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	EVIDENCE / NOTES
Decisions are made based on a short term frame or reactive in nature and in isolation of appropriate information. ☐	Decision making based on a long term frame, but are informed only by incomplete or anecdotal information. ☒	Decision making is based on the long term and incorporates appropriate information. ☐	Decision making about assets and service delivery is informed with appropriate and timely information, is transparent, and is aligned with community priorities and long-term sustainable service delivery. ☐	There is currently no formal, documented process for District-wide decision-making. TSome departments have internal metrics and processes for decision-making, however there is a need for consistency in what is being communicated to decision-makers.

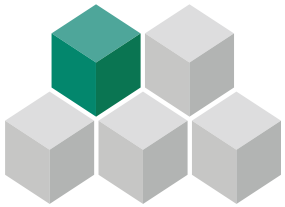
FCM FEDERATION OF CANADIAN MUNICIPALITIES FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

Saanich District-wide Assessment 2023

Asset Management Readiness Scale

Municipal Asset Management Program

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.

	Outcomes: Select the outcomes that your organization has achieved.				
Outcome areas	**Level 1**	**Level 2**	**Level 3**	**Level 4**	**Level 5**
Policy and objectives	☒ Senior management is committed to formalizing an **AM program**.	☒ We have drafted an **AM policy**. ☒ Senior management and council have endorsed the **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.
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 draft **roadmap** that outlines our approach for the next 1 to 3 years.	☐ 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 update our **roadmap** to address evolving needs.	☐ We follow our **roadmap** and continually improve our AM practices. ☐ We document improvements to our AM practices.
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.

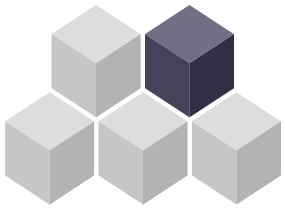
x

Readiness level: You have achieved a readiness scale level when your organization can demonstrate achievement of all outcomes for that level.

Readiness level	Working on Level 1	Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
	☐	☒	☒	☐	☐	☐

People and leadership

Saanich District-wide Assessment 2023



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.

Outcomes: Select the outcomes that your organization has achieved.

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.
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 to senior management and council.	☐ Our **AM team*** is accountable for implementing our **AM program**. ☐ AM roles and responsibilities are included in staff job descriptions.	☐ 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.
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.

Readiness level: You have achieved a readiness scale level when your organization can demonstrate achievement of all outcomes for that level.

Readiness level	Working on Level 1 ☐	Completed Level 1 ☒	Completed Level 2 ☐	Completed Level 3 ☐	Completed Level 4 ☐	Completed Level 5 ☐

* 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.

Data and information

Saanich District-wide Assessment 2023

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.

	Outcomes: Select the outcomes that your organization has achieved.				
Outcome areas	**Level 1**	**Level 2**	**Level 3**	**Level 4**	**Level 5**
Asset data	☒ We have **asset inventory data**, including approximate quantities of assets within most asset groups. ☒ We have some anecdotal information on asset condition. Some age information exists.	☒ We have a **basic inventory** of most **critical assets**, including information on general asset properties such as size, material, location and installation date. ☐ We are moving our data to a centralized location for use by the **AM team** (note: this does not require AM software). ☐ We have defined **critical assets** and have some information on asset condition for these assets.	☐ We have a consolidated, **basic inventory** of all assets. ☐ We have defined life cycle investment requirements for **critical assets**. ☐ We have standardized condition rating systems defined for most asset groups. ☐ We have asset condition information on all **critical assets**.	☐ We have expanded **inventory** data for some assets ☐ We have evaluated the life cycle investment requirements associated with **critical assets**. ☐ We update data according to cycles defined in our **AM plans** or **strategy**.	☐ We have expanded **inventory data** for most assets. ☐ We have evaluated the life cycle investment requirements associated with most assets.
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 captured data on current **level of service** performance for some service areas. ☐ We have reviewed service levels and asset performance with council.	☐ We have defined **level of service** measurements for critical service areas. ☐ We communicate the results from our **level of service** measurement program to staff and council regularly.	☐ We have defined **level of service** measurements for most or all service areas. ☐ We continually improve how we collect data on **level of service** performance.

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	Outcomes: Select the outcomes that your organization has achieved.				
Outcome areas	**Level 1**	**Level 2**	**Level 3**	**Level 4**	**Level 5**
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 a strategy to link AM and **financial information**.	☐ We have capital (new and renewal) and O&M expenditure data for most assets. ☐ We have linked AM and **financial information** for all **critical assets**. ☐ We can demonstrate the gaps between forecasted infrastructure needs and current spending levels.	☐ 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.

Readiness level: You have achieved a readiness scale level when your organization can demonstrate achievement of all outcomes for that level.

Readiness level	**Working on Level 1** ☐	**Completed Level 1** ☒	**Completed Level 2** ☐	**Completed Level 3** ☐	**Completed Level 4** ☐	**Completed Level 5** ☐

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

Planning and decision-making

Saanich District-wide Assessment 2023

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.

	Outcomes: Select the outcomes that your organization has achieved.				
Outcome areas	**Level 1**	**Level 2**	**Level 3**	**Level 4**	**Level 5**
A **Documentation and standardization**	☒ Our asset planning approaches vary across the organization.	☒ Our departments follow a similar but informal asset planning approach. ☒ We evaluate investment needs and priorities based on a mix of structured and ad-hoc practices and criteria.	☐ We have a structured asset planning approach, but application is inconsistent. ☐ We set priorities using criteria based on organizational goals and objectives.	☐ We employ a consistent structured asset planning approach for each of our **critical services**. ☐ We set priorities using criteria that are fully aligned with our organizational goals and objectives.	☐ We employ a consistent structured asset planning approach for all services. ☐ We adapt our planning approach and criteria to align with evolving organizational goals and objectives.
B **Asset management plans**	☒ Our approach to asset renewal focuses on reacting to basic needs (e.g. growth, regulations and known problems). ☒ We evaluate priorities based on available information, staff experience, and input from council and management.	☐ 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. ☐ Our **AM plans** include available information about **level of service** (current and target) and **risk** management. ☐ Our **AM plans** identify short-term issues and priorities.	☐ We have **AM plans** for most services based on actual data. ☐ Our **AM plans** include basic needs forecasting and **risk** management strategies for **critical assets**. ☐ 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**. ☐ We keep our **AM plans** up to date through normal business.	☐ We have **AM plans** for all services based on actual data. ☐ Our individual **AM plans** are integrated across services. ☐ Our **AM plans** include needs forecasts and **risk** management strategies for most assets. Plans address **risks** to both service and business goals.

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	Outcomes: Select the outcomes that your organization has achieved.				
Outcome areas	**Level 1**	**Level 2**	**Level 3**	**Level 4**	**Level 5**
Budgets and financial planning	☒ We prepare annual capital and operating budgets based on historical values. ☒ We deal with new needs reactively, as they occur.	☒ 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 have a 3-year **capital plan** that addresses short-term issues and priorities.	☐ We prepare annual needs-based capital and operating budgets that are based on an annual assessment of **risks** and current needs. ☒ We have a 5-year **capital plan*** and update it annually. ☐ We update our **long-term financial plan** (at least 10-year) annually and understand the risks associated with our investment gap.	☐ We prepare multi-year needs-based capital and operating budgets that are based on our short- and mid-term needs. ☐ We take a structured approach to address in-cycle changes.

Readiness level: You have achieved a readiness scale level when your organization can demonstrate achievement of all outcomes for that level.

Readiness level	Working on Level 1	Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
	☐	☒	☐	☐	☐	☐

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

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.

	Outcomes: Select the outcomes that your organization has achieved.				
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. ☒ Some staff conduct targeted research, seeking out basic information on AM concepts and techniques.	☐ Our AM training and development requirements are defined by management based on short-term needs. ☒ Selected staff are trained on basic AM concepts. ☐ Council has opportunities to increase their understanding of AM concepts.	☐ We provide all staff with basic AM awareness training. ☐ Some staff undergo training on advanced AM concepts specific to their roles and responsibilities. ☐ Staff and council are able to communicate the value of AM in their own words.	☐ We define AM knowledge and skill requirements. A training plan is in place for all positions. ☐ Council, management and staff receive role-appropriate AM training to establish needed capacity across the organization.	☐ We train select staff members as internal experts to support the ongoing development of organizational capacity. ☐ Proactive, role-based training serves as a support for career development and succession planning.
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. ☐ We collect and maintain AM knowledge resources. ☐ We communicate the benefits of AM internally to staff and council.	☐ A culture of knowledge sharing exists and is supported by a mix of formal and informal initiatives. ☐ We disseminate AM knowledge resources within the organization.	☐ We capture AM knowledge and it flows freely throughout the organization. ☐ Staff leverage internal and industry knowledge and leading practice resources.

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	Outcomes: Select the outcomes that your organization has achieved.				
Outcome areas	**Level 1**	**Level 2**	**Level 3**	**Level 4**	**Level 5**
External communication and knowledge sharing	☒ We are investigating AM-related organizations and resources.	☒ Staff or elected officials attend AM-related events. ☒ We share basic information on current capital projects with the public.	☒ We are members of one or more AM organizations and actively share our AM experience. ☒ We share basic information on our assets, the services we provide, and future needs with the public.	☐ We are actively involved in AM organizations and present at AM events. ☐ We share information with our peers on our experience, innovations and lessons learned. ☐ We rely on the data from our **AM program** to explain decisions to the public.	☐ We are a thought leader on AM within the municipal sector. ☐ We are active in coaching others to improve the overall body of AM knowledge. ☐ We communicate the benefits of AM to the public.

Readiness level: You have achieved a readiness scale level when your organization can demonstrate achievement of all outcomes for that level.

Readiness level	Working on Level 1 ☐	Completed Level 1 ☒	Completed Level 2 ☐	Completed Level 3 ☐	Completed Level 4 ☐	Completed Level 5 ☐

Source: Government of Nunavut

Assessment

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Use this section to record your level for each outcome and competency, as well as to describe your current actions and documents and potential actions for improvements. Examples of completed assessments can be found at the end of this document.

Policy and governance

Outcome areas	Readiness level	Notes: Describe current actions and documents	Potential actions for improvements
Policy and objectives	2	We have a Council approved AM Policy that establishes the key principles (AM Objectives) for our AM Program.	• Develop and implement an AM Strategy and five year implementation plan • Establish AM Program performance measures
Strategy and roadmap	2	We have an AM Program Charter that establishes the goals and objectives for our AM Program, and a high-level roadmap.	
Measurement and monitoring	2	We have assessed the maturity of our current District-wide AM practices using the FCM AMRS, and we have assessed our maturity on a department level using AMBC's AssetSMART2.0.	
Overall	Completed Level 2		

People and leadership

Outcome areas	Readiness level	Notes: Describe current actions and documents	Potential actions for improvements
Cross-functional teams	2	The AM Steering Committee is a cross-functional team that provides oversight and direction to the AM Program. The AM Working Group is a cross-functional team that provides input to program development and implementation.	• Confirm roles and responsibilities for specific components of the asset lifecycle in AM Plans. • Include AM roles and responsibilities in staff job descriptions. • Bring the AM strategy to Council for approval. • Bring the updated Infrastructure Replacement Funding Strategy to Council for approval.
Accountability	2	We have an AM Program Charter that establishes the governance structure, and roles and responsibilities for the AM Program.	
Resourcing and commitment	1	Council's Strategic Plan direct staff to improve our AM practices, and Council has allocated resources to the AM Program.	
Overall	Completed Level 1		

Data and information

Outcome areas	Readiness level	Notes: Describe current actions and documents	Potential actions for improvements
Asset data	1	Most of our assets are in our GIS system, including key attribute data (e.g. size, material, installation date). Other asset information (e.g. condition, ownership, useful life, replacement value) is not in a centralized location.	• Move asset data to a central location with and create an asset dashboard that is accessible by all staff. • Gather condition assessment information for all assets. • Establish lifecycle activities and costs. • Define and document our AM Objectives (Levels of Service). • Link our technical and financial asset data.
Performance data	1	The District-wide Annual Plan includes service performance objectives, and some of our departmental strategies and plans include information on service performance.	
Financial information	1	Our annual Financial Plan includes a five year capital and operating expenditure forecast. We have an Infrastructure Replacement Funding Strategy that establishes an annual replacement funding target, but it requires updating.	
Overall	Completed Level 1		

Planning and decision-making

Outcome areas	Readiness level	Notes: Describe current actions and documents	Potential actions for improvements
Documentation and standardization	2	Our departments follow a similar approach for reporting on our Tangible Capital Assets, and for developing capital and operating budget forecasts for input to the annual Financial Plan.	• Develop asset management plans for each asset type, that assess service and asset level risk, define lifecycle activities and prioritize capital and operating plans based on risk. • Update financial plans to incorporate risk-based prioritization of forecasted spending.
Asset management plans	1	Our departments vary in maturity in the approach to developing prioritized capital plans for renewal of existing assets; some are based on risk-based master plans, and others are based on available information and staff experience.	
Budgets and financial planning	3	We have a five-year capital plan that is updated annually.	
Overall	Completed Level 1		

Contribution to asset management practice

Outcome areas	Readiness level	Notes: Describe current actions and documents	Potential actions for improvements
Training and development	1	Selected staff have received AM training in the past, and the AMWG received in-house and external AM training in 2022.	• Create an AM Competency Development Plan, including update of job descriptions to include asset management responsibilities and a staff training plan. • Create operational plans for each department or service area to capture and share internal knowledge. • Continue to share information and collaborate with our peers.
Internal communication and knowledge sharing	2	Through our EGBC License to Practice, we improved our record-keeping and data capture processes. Most departments are starting to capture information from long-term staff by documenting processes and procedures.	
External communication and knowledge sharing	3	We are an active member of several external AM organizations (e.g. AMBC Community of Practice, South Vancouver Island AM Community of Practice, and CNAM).	
Overall	Completed Level 1		